

Pima County
Arizona
Adopted Budget
Fiscal Year 2011/2012



PIMA COUNTY, ARIZONA

ADOPTED BUDGET

FISCAL YEAR 2011/2012

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Submitted by:

C. H. HUCKELBERRY
COUNTY ADMINISTRATOR

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PREFACE

The Fiscal Year 2011/2012 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 2011/12 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 2011/12.

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

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



MEMORANDUM

Date: September 2, 2011

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

From: C.H. Huckelberry *CHH*
County Administrator

Re: **Fiscal Year 2011/12 Adopted Budget**

Transmitted herewith is the budget for Fiscal Year (FY) 2011/12, as adopted by the Board on June 21, 2011. This document provides the detail for the FY 2011/12 budget, which totals \$1,302,402,322 in expenditures and \$1,044,229,924 in revenues.

Summary information by fund, department and functional area provides a countywide overview. Each department's operating budget is presented in a format that provides specific information on their revenues, authorized expenditures, staffing levels, programs, goals and performance measures. The department information is divided into five broad functional areas (County Administration, Community & Economic Development, Justice & Law Enforcement, Office of Medical & Health 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 FY 2010/11 budget document received the Distinguished Budget Presentation Award from the Government Finance Officers Association. This is the 13th consecutive year the County's budget has been so recognized.

Finally, the County has always been concerned about the property tax burden on residents and businesses within Pima County. We have been prudent in our budgeting of property tax revenues and mindful that increases can be economically detrimental. Our budget is not only balanced, it is based on the sound fiscal policy of moderating property tax burdens placed on Pima County residents and businesses. The combined primary and secondary property tax levy authorized in the FY 2011/12 Adopted Budget reduces property taxes by more than four percent, or over \$12 million, from the previous year.

CHH/mjk
Attachment



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Pima County
Arizona**

For the Fiscal Year Beginning

July 1, 2010

A stylized, handwritten signature in black ink, likely belonging to the President of the GFOA.

President

A handwritten signature in black ink, identified as Jeffrey R. Emen, the Executive Director.

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, 2010.

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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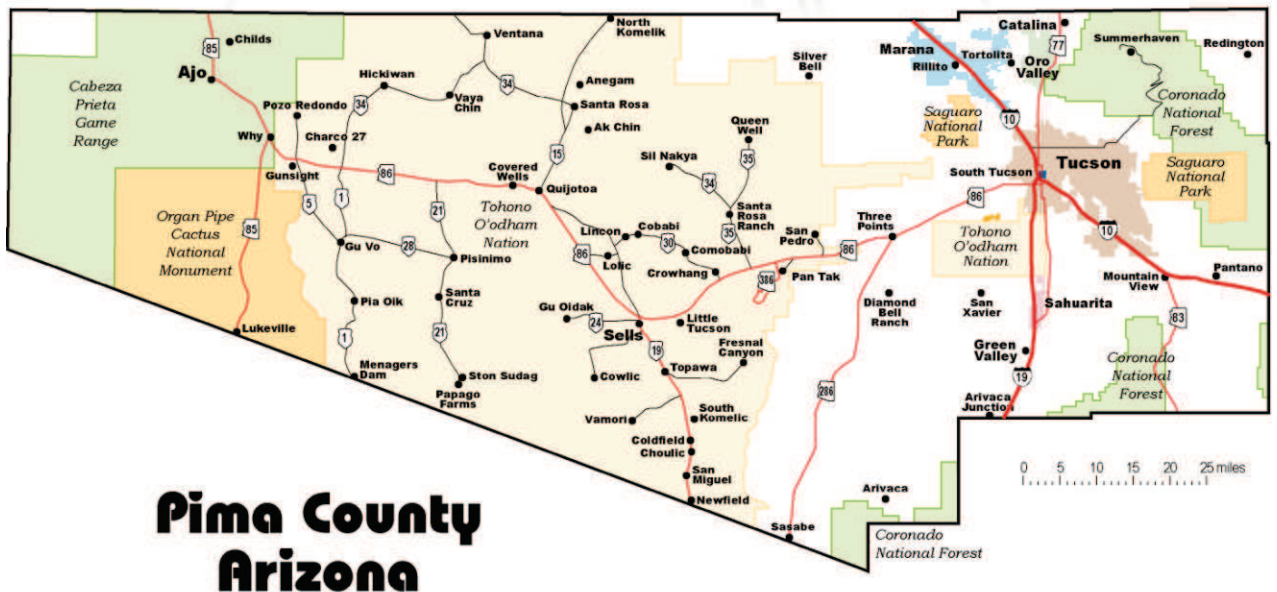
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Map provided by: Pima Association of Governments

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 in the area.

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 14.7 percent of the County's land ownership, and 28.0 percent is held by Federal agencies as wildlife refuges, national forests, national parks and monuments. Military reserves and bases occupy 1.2 percent, and local government holdings, used for parks and recreation, account for 0.4 percent. Privately owned lands comprise 13.6 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 credits or other incentives to reduce operating costs are available for businesses locating within each of these zones.

CLIMATE CHARACTERISTICS

	Month with Highest Average	Month with Lowest Average	Annual Average
Daily Max Temperature ¹	June (100.2°)	January (64.5°)	82.5°
Daily Min Temperature ¹	July (73.4°)	January (38.9°)	54.8°
Average Precipitation ¹	August (2.30")	May/June (0.24")	Total Rainfall 12.17"
Possible Sunshine ²	June (93%)	July (78%)	85%
Relative Humidity ²	December (48.5%)	June (23.0%)	39.0%
Average Wind Speed ¹	April (8.9 mph)	December (7.8 mph)	8.3 mph

¹ Source: National Climate Data Center 1971-2000 Monthly Normals and 57-year wind speed through 2002.

² Source: Western Regional Climate Center.

TRANSPORTATION FACILITIES

Access to Pima County is provided by interstate and state highways, airlines, and railroads. City and County maintained roadways provide the intracounty transportation network for motor vehicles, along with bus services by the City of Tucson in the metropolitan Tucson area and Regional Transportation Authority funded transit services 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. Eight airlines provide air service to Arizona cities and other states for 3.74 million annual passenger departures/arrivals. 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, with a minimum tax of \$50. Recently enacted legislation will decrease the corporate income tax rate to 4.9 percent by 2017.

SALES TAX

Arizona has a general sales tax rate of 6.6 percent. South Tucson has a general sales tax of 2.5 percent and Marana, Oro Valley, Sahuarita, and Tucson have 2 percent general sales 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 for employers and employees in Arizona are paid when federal filings are made. Employees select a state income tax withholding rate between 0.8 and 5.1 percent of their gross taxable wages, net of pre-tax deductions such as health insurance premiums. Employers must pay an unemployment insurance premium that ranges from .02 percent to 5.9 percent on the first \$7,000 of wages for each employee during the calendar year based on the employer's rating, plus a 0.40 percent special assessment for 2011 and an expected 0.60 percent special assessment for 2012. Employers also may 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 84 percent between 1980 and 2010. Shown below are historical census population statistics for the County, unincorporated areas of the County, and the state of Arizona.

POPULATION

	<u>1980</u>	<u>1990</u>	<u>2000</u>	<u>2010</u>
Pima County - Total	531,443	666,880	843,746	980,263
Unincorporated Pima County	191,189	245,219	305,059	353,264
Arizona	2,716,546	3,665,228	5,130,632	6,392,017

Source: U.S. Bureau of the Census. (Census on April 1 of each year.)

POPULATION GROWTH RATES

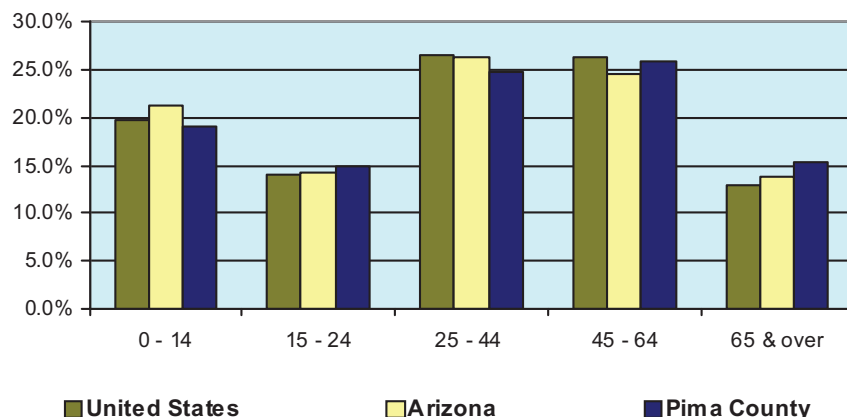
Average Annual Compounded Rate of Change

	<u>1980 - 1990</u>	<u>1990 - 2000</u>	<u>2000 - 2010</u>
Pima County - Total	2.3%	2.4%	1.5%
Unincorporated Pima County	2.5%	2.2%	1.5%
Arizona	3.0%	3.4%	2.2%

Source: Pima County Budget Division.

AGE DISTRIBUTION

2010 Census

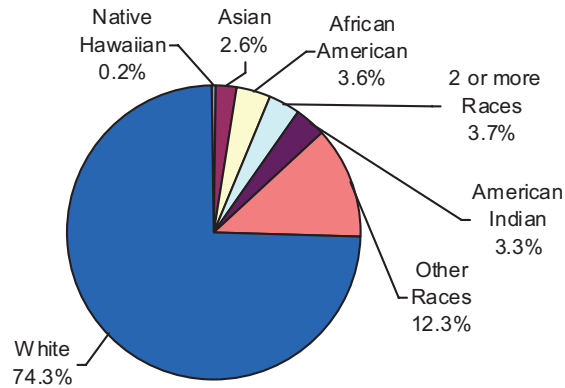


Source: Bureau of the Census, 2010 Census.

POPULATION DIVERSITY

Racial Mix

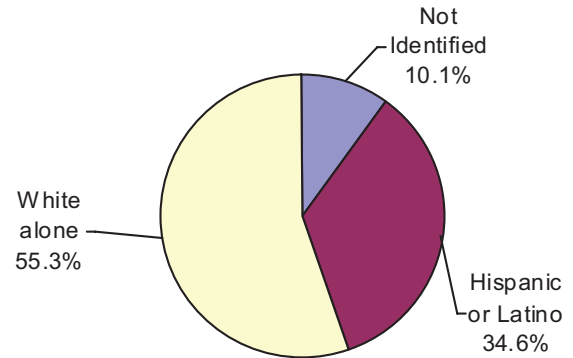
(PERCENT OF TOTAL POPULATION, 2010)



Source: Bureau of the Census, 2010 Census.

White & Hispanic/Latino

(PERCENT OF TOTAL WHITE POPULATION, 2010)



Source: Bureau of the Census, 2010 Census.

EMPLOYMENT CHARACTERISTICS

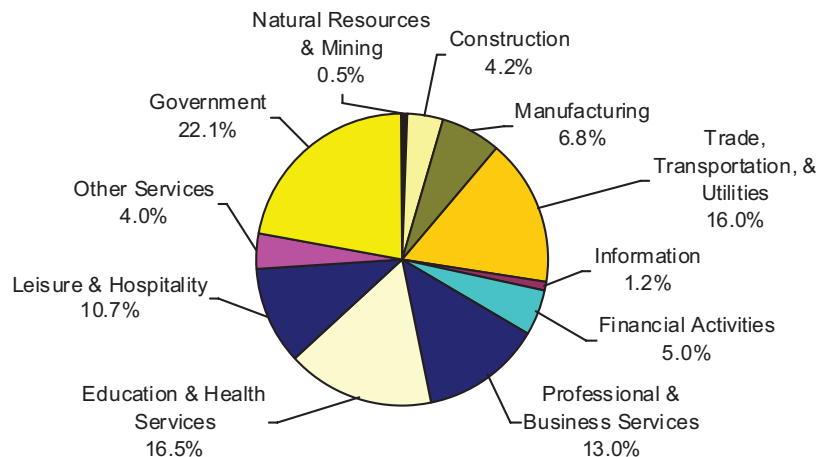
UNEMPLOYMENT RATES

	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Pima County	4.5%	3.9%	3.6%	5.6%	8.8%	9.0%
Arizona	4.7%	4.1%	3.8%	5.9%	9.7%	10.0%
United States	5.1%	4.6%	4.6%	5.8%	9.3%	9.6%

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

EMPLOYMENT BY INDUSTRY

Percent of Non-Farm Employment, 2010



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>2009</u>	<u>2010</u>
Raytheon Missile Systems	Manufacturing	12,140	10,500
University of Arizona	Government (College Ed.)	10,363	10,481
State of Arizona	Government	8,708	8,866
Davis-Monthan Air Force Base	Government	7,755	8,462
Pima County ¹	Government	7,838	7,753
Wal-Mart Stores Inc.	Trade (Retail)	7,192	7,308
Tucson Unified School District	Government (K-12 Ed.)	7,012	6,709
UA Healthcare ²	Services (Health)	5,761	5,982
City of Tucson ¹	Government	5,628	5,419
Freeport-McMoRan Copper & Gold Inc.	Mining	3,997	4,803
Carondelet Health Network	Services (Health)	4,566	4,690
Tohono O'odham Nation	Government	4,353	4,350
United States Border Patrol	Government	3,530	3,669
Fry's Food Stores	Trade (Grocery)	3,109	3,100
TMC HealthCare	Services (Health)	3,050	2,966
Pima Community College	Government (College Ed.)	2,309	2,336
Asarco LLC	Mining	2,125	2,262
Southern Arizona VA Health Care System	Government (Health)	2,117	2,208
Sunnyside Unified School District	Government (K-12 Ed.)	2,120	2,145
Afni Inc.	Services (Business)	1,893	2,100
Citi	Services (Financial)	2,500	2,000

Source: *The Star 200 Directory*, published by *The Arizona Daily Star* (April 3, 2011)
and *Pima County Budget Division*.

¹ Budgeted full-time equivalents reported for fiscal years 2009/10 and 2010/11.

² Reflects merger of University Medical Center Corp. and University Physicians Healthcare.

MAJOR MANUFACTURERS (Manufacturers with 300 or more employees)

<u>Company</u>	<u>Type of Business</u>	<u>Employees</u>	
		<u>2009</u>	<u>2010</u>
Raytheon Missile Systems	Missile Manufacturing	12,140	10,500
IBM	Computer Systems	1,400	1,350
Ventana Medical Systems Inc.	Medical Equipment & Supplies	965	1,008
Bombardier Aerospace	Aircraft Maintenance	591	631
Honeywell Aerospace	Aircraft Electronic Systems	695	630
B/E Aerospace	Aerospace and Aircraft	360	390
Texas Instruments Inc.	Manufacturing and Research	350	350
Sargent Controls & Aerospace	Aerospace and Aircraft	256	256
Universal Avionics Systems Corp.	Manufacturing and Research	255	245
Abrams Airborne Manufacturing Inc.	Aerospace and Aircraft	195	195

Source: *The Star 200 Directory*, published by *The Arizona Daily Star* (April 3, 2011).

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

<u>Industry</u>	<u>2005</u>	<u>2006</u>	<u>2007</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>
Trade, Transportation & Utilities	59,600	62,700	64,300	62,700	58,200	56,600
Educational & Health Services	50,500	52,600	54,700	57,100	58,500	58,400
Professional & Business Services	45,900	49,700	52,600	51,400	47,100	45,800
Leisure & Hospitality	39,800	40,600	40,200	40,400	38,700	37,800
Manufacturing	28,300	28,100	27,500	27,200	25,100	24,000
Construction	25,700	27,900	26,500	22,800	16,600	14,900
Financial Activities	16,500	17,600	18,200	17,200	17,500	17,600
Information	7,200	6,800	5,900	5,300	4,700	4,300
Natural Resources & Mining	1,400	1,600	1,800	1,900	1,700	1,800
Other Services	14,700	15,800	15,800	15,700	14,700	14,000
Government	<u>77,100</u>	<u>76,300</u>	<u>77,900</u>	<u>79,800</u>	<u>79,100</u>	<u>78,300</u>
Total Non-Farm Employment	366,700	379,600	385,300	381,500	361,800	353,400

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, 2010

<u>Occupations</u>	<u>Percent of Total</u>
Office and Administrative Support	17.9%
Food Preparation and Serving Related	9.7%
Sales and Related Occupations	9.3%
Healthcare Practitioner and Technical	6.8%
Education Training and Library	6.5%
Management	5.1%
Transportation and Material Moving	4.4%
Business and Financial Operations	4.4%
Construction and Extraction	4.3%
Installation Maintenance and Repair	4.1%
Healthcare Support	4.0%
Production	3.6%
Building and Grounds Cleaning and Maintenance	3.3%
Protective Service	3.1%
Computer and Mathematical Science	3.1%
Architecture and Engineering	2.6%
Personal Care and Service	2.5%
Community and Social Services	2.0%
Arts Design Entertainment Sports and Media	1.4%
Life Physical and Social Science	1.2%
Legal	0.7%
Farming Fishing and Forestry	0.1%

Source: U.S. Department of Labor, Bureau of Labor Statistics, May 2010.

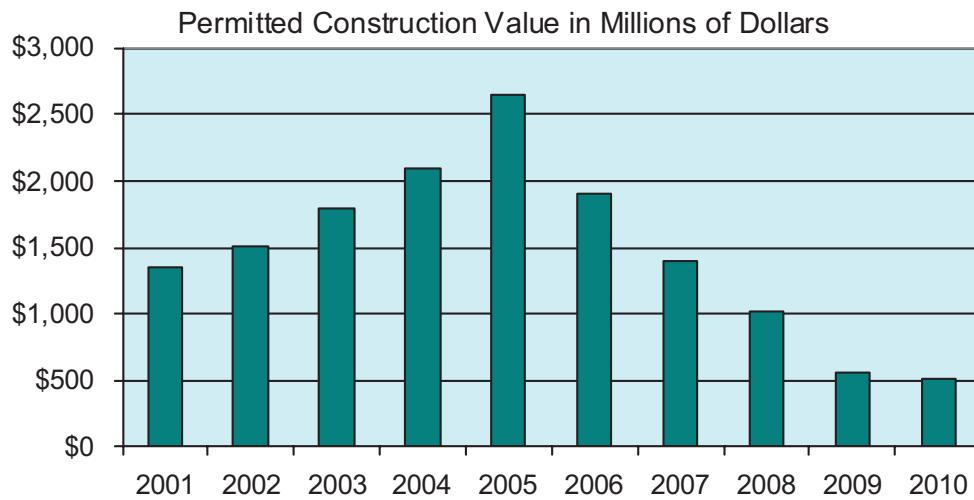
NEW COMPANIES IN PIMA COUNTY (New company announcements from July 2009 to June 2011)

<u>Company Name</u>	<u>Product or Service</u>	<u># of Jobs</u>
Aria International Inc.	Services – Security Systems	18
Bell Independent Power Corp.	Solar Thermal Power Plant	75
Burlington Coat Factory	Retail – Apparel	70
EDG Fuels	Biodiesel Fuel Refining	19
Nimbus Ice House	Restaurant & Brewery	80
Staples	Retail – Office Supply	40

Sources: Univ. of Arizona Economic & Business Research Center & Tucson Regional Economic Opportunities, Inc.

CONSTRUCTION ACTIVITY

PIMA COUNTY VALUE OF TOTAL 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 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, Office of Medical & Health 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 Office, County Administrator, Elections, Finance & Risk Management, Forensic Science Center, Human Resources, Information Technology, Non Departmental, Office of Emergency Management and Homeland Security, 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 Services, Employment & Training; County Free Library; Economic Development & Tourism; Kino Sports Complex; 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.

OFFICE OF MEDICAL & HEALTH SERVICES

The Office of Medical & Health Services provides patient medical services, various public health and animal control services, and medical assistance to indigents. The component departments are Health; Institutional Health; and Pima Health System & Services. 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; Natural Resources, Parks & Recreation; Office of Sustainability & Conservation; Public Works Administration; Regional Flood Control District; Regional Wastewater Reclamation; Solid Waste Management; and Transportation.

THE BUDGETARY PROCESS

FUND COMPOSITION

The County adopts budgets for all governmental and enterprise funds. The internal service funds, Fleet Services, Graphic Services Production, Risk Management, and Telecommunications, 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 1998/1999 was the first year the budget presentation included and emphasized the programmatic components of County services. Accordingly, the fiscal year 2011/2012 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 next 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 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 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 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 first Monday in August, for the adoption of the budget covering the fiscal year that began July 1.

Capital Improvement Budget

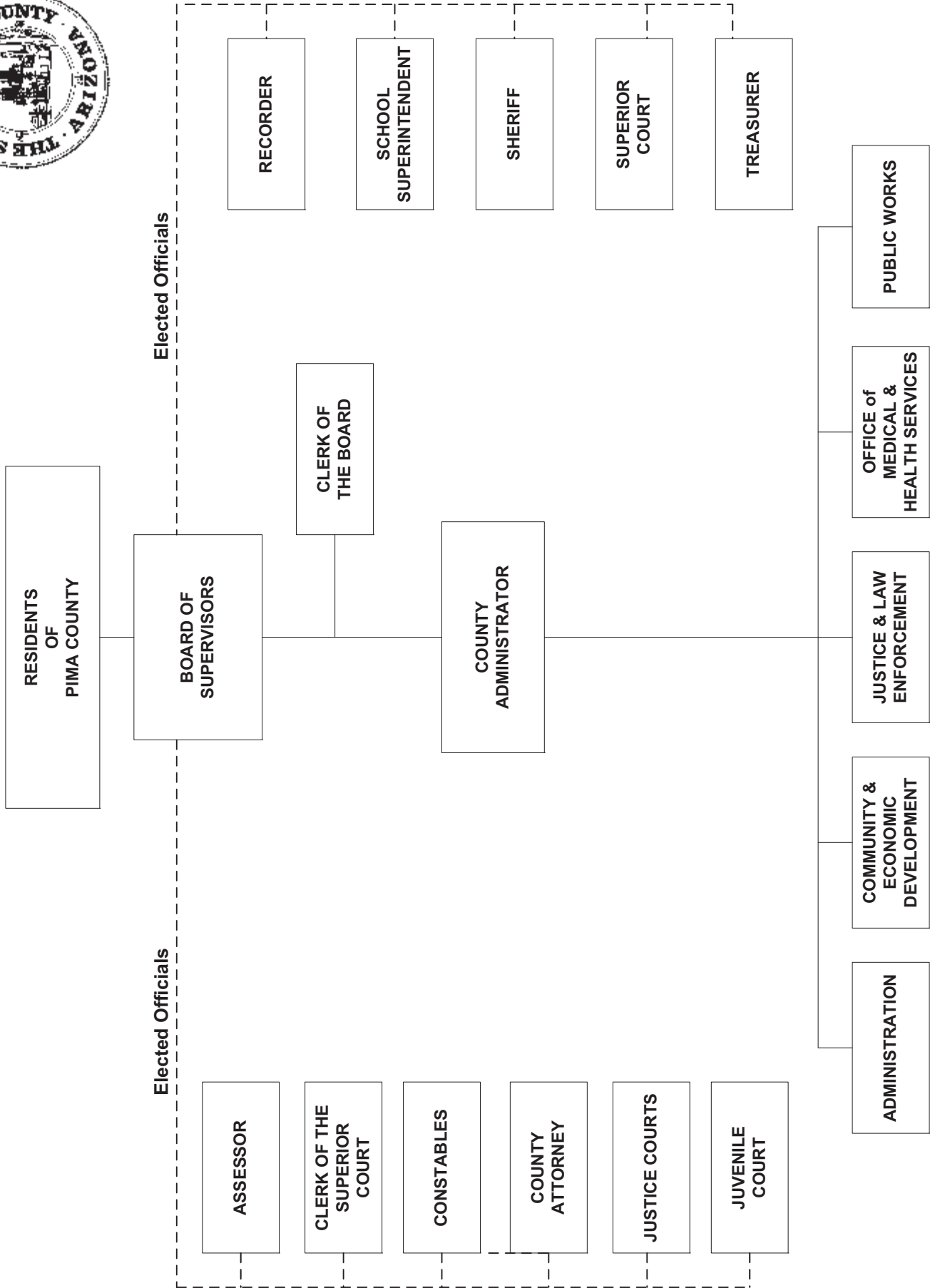
On an annual basis, the County Administrator's office prepares a five-year Capital Improvement Plan (CIP) and a one-year Capital Improvement Budget (CIB). A summary of capital improvement projects for fiscal year 2011/12-2015/16 and beyond is provided in the Capital Improvement Program section, and a 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 2011/12 is provided below.

October 1, 2010	Financial Planning System (the budget system), released for early budgeting, year end projections and zero based budgeting
November 2, 3, 4 2010	Budget training for department representatives
November 2, 2010	Base target budgets, assumptions, and other information are distributed to departments
November 2, 2010	Budget Guide and FPS Users Manual posted on the County website
December 15, 2010	Initial General Government Revenue Forecast
February 8, 2011	Budgets due to the Budget Division from departments
February 18, 2011	County Administrator department meetings regarding CIP budgets
March 22, 2011	County Administrator meets with County Budget Division staff
March 22 – April 22, 2011	County Administrator gives direction to the Budget Division
April 29, 2011	County Administrator submits Recommended Budget to the Board
May 3, 2011	General Fund department carry forward requests due
May 17, 2011	Board of Supervisors Recommended Budget public hearings
May 17, 2011	Board of Supervisors Tentative Budget adoption
June 21, 2011	Board of Supervisors Final Budget adoption
August 15, 2011	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 2011/12 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 10th of each year, the County Assessor shall transmit to the Board of Supervisors an estimate of the total net assessed valuation of the County, including an estimate of new property that has been added to the tax roll since the previous levy of property taxes in the County. If the proposed primary property tax levy, excluding amounts that are attributable to new construction, is greater than the amount levied by the County in the preceding year, the Board of Supervisors is required by ARS § 42-17107 to publish a notice of tax increase, inviting 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 property tax rates.

ARS § 42-17052 requires the primary property tax rate and levy adopted by the Board of Supervisors 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 enables the Assessor to produce the most accurate billing roll possible, using the most current information for property values and exemptions as authorized by law.

A copy of the Board of Supervisors' resolution for the levy of taxes for fiscal year 2011/12 is provided on pages 3-11 through 3-26.

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 is an exception, however, as ARS §48-807 limits the Fire District Assistance Tax to a rate not to 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. 2011 - 93
PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE BUDGET
FISCAL YEAR 2011/2012

WHEREAS, in accordance with the provisions of A.R.S. §42-17101 et seq., the Board of Supervisors did, on May 17, 2011, 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

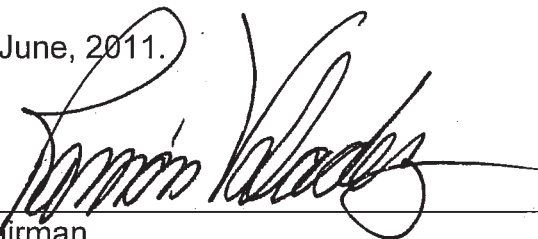
WHEREAS, publication has been duly made as required by law, of said estimates together with a notice that the Board will hold a public hearing and special board meeting for the purpose of hearing taxpayers at the designated time and place, and

WHEREAS, in accordance with A.R.S. §42-17104, the Board met on June 21, 2011, 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.

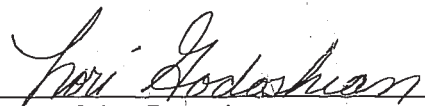
NOW, THEREFORE, BE IT RESOLVED, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced or changed by the same, are hereby adopted as the budget of Pima County for the Fiscal Year 2011/2012.

Passed and adopted this 21st day of June, 2011.



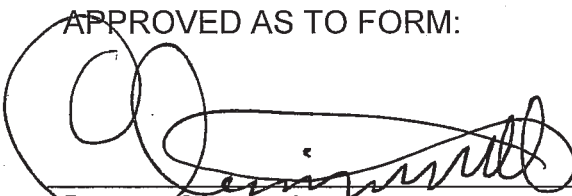
Chairman
Pima County Board of Supervisors
JUN 21 2011

ATTEST:



Clerk of the Board

APPROVED AS TO FORM:



Deputy County Attorney

RESOLUTION NO. 2011 - LD 2

PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE
COUNTY FREE LIBRARY DISTRICT BUDGET FOR
FISCAL YEAR 2011/2012

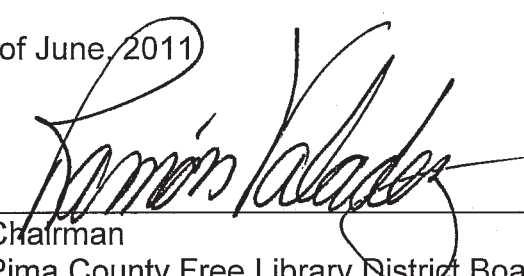
WHEREAS, in accordance with the provisions of A.R.S. §42-17101 et seq. and §48-3903, the Board of Supervisors, sitting as the County Free Library District Board, did, on May 17, 2011, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenue from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the Pima County Free Library District, and

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

WHEREAS, in accordance with said sections of said titles, the Board met on June 21, 2011, 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 2011/2012.

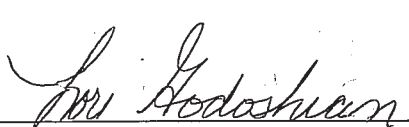
Passed and adopted this 21st day of June, 2011


Chairman

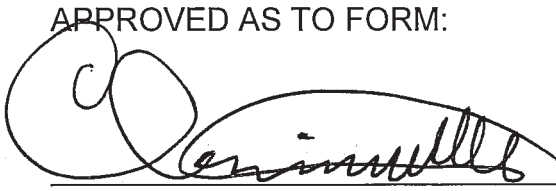
Pima County Free Library District Board

JUN 21 2011

ATTEST:


Clerk of the Board

APPROVED AS TO FORM:


Deputy County Attorney

RESOLUTION NO. 2011 - FC 4

PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE
FLOOD CONTROL DISTRICT BUDGET FOR
FISCAL YEAR 2011/2012

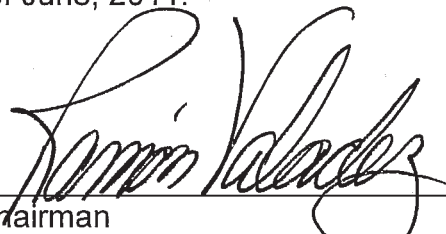
WHEREAS, in accordance with the provisions A.R.S. §42-17101 et seq. and §48-3620, the Board of Supervisors, sitting as the Flood Control District Board, did, on May 17, 2011, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenue from sources other than direct taxation, and the amount to be raised by taxation upon real and personal property of the Pima County Flood Control District, and

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

WHEREAS, in accordance with said sections of said titles, the Board met on June 21, 2011, 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

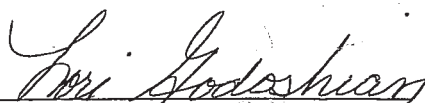
NOW, THEREFORE, BE IT RESOLVED, that the said estimates of revenues and expenditures/expenses shown on the accompanying schedules, as now increased, reduced or changed by the same, are hereby adopted as the budget of the Pima County Flood Control District for the Fiscal Year 2011/2012.

Passed and adopted this 21st day of June, 2011.



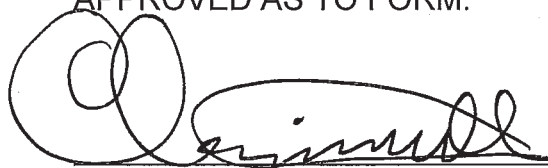
Chairman
Pima County Flood Control District Board
JUN 21 2011

ATTEST:



Clerk of the Board

APPROVED AS TO FORM:



Deputy County Attorney

RESOLUTION NO. 2011 - SD 2

PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE
STADIUM DISTRICT BUDGET FOR
FISCAL YEAR 2011/2012

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 17, 2011, make an estimate of the different amounts required to meet the public expenditures/expenses for the ensuing year, also an estimate of revenue from sources other than direct taxation, and

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

WHEREAS, in accordance with said sections of said titles, the Board met on June 21, 2011, 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 2011/2012.

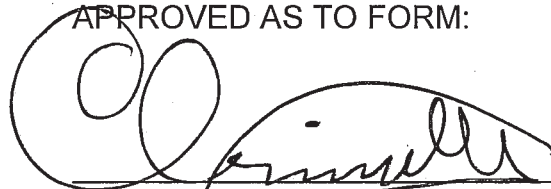
Passed and adopted this 21st day of June, 2011.


Chairman
Pima County Stadium District Board
JUN 21 2011

ATTEST:


Clerk of the Board

APPROVED AS TO FORM:


Deputy County Attorney

RESOLUTION NO. 2011 – 134

**RESOLUTION OF THE PIMA COUNTY BOARD
OF SUPERVISORS FOR THE LEVY OF TAXES
FOR FISCAL YEAR 2011/2012**

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 17, 2011, make an estimate of the different amounts required to meet the public expenditures/ expenses of Pima County, Pima County Flood Control District and Pima County Free Library District for the ensuing fiscal year, and on June 21, 2011, 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 2011/2012, and;

WHEREAS, pursuant to A.R.S. §42-17104, a meeting was held on June 21, 2011, at which taxpayers were 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. §33-1476.03; A.R.S. §42-17151; and A.R.S. §48-575, 719, 723, 806, 807, 955, 960, 2223, 3114, 3715, 3715.02, 3778, 3779, 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 Technical Education District; the Unorganized School District Tax; the State Equalization 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 2011/2012 for the entities listed:

PIMA COUNTY FISCAL YEAR 2011/12 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
STATE OF ARIZONA:			
State of Arizona Property Tax			
Primary	8,310,120,212	0	0.0000
STATE (EDUCATION) EQUALIZATION ASSISTANCE TAX:			
Primary	8,310,120,212	35,392,802	0.4259
PIMA COUNTY:			
Primary			
General Fund	8,310,120,212	284,023,289	3.4178
Secondary			
County Free Library	8,448,281,586	29,231,054	0.3460
Debt Service	8,448,281,586	65,896,596	0.7800
Fire District Assistance	8,481,950,795	3,545,455	0.0418
Flood Control District	7,634,237,253	20,116,215	0.2635
TOTAL PIMA COUNTY		402,812,609	4.8491
UNORGANIZED SCHOOL DISTRICT TAX:			
Primary	16,800,742	297,071	1.7682
PIMA COMMUNITY COLLEGE:			
Primary	8,310,120,212	90,131,564	1.0846
Secondary	8,448,281,586	2,093,725	0.0248
TOTAL PIMA COMMUNITY COLLEGE		92,225,289	1.1094
CENTRAL ARIZONA WATER CONSERVATION DISTRICT:			
Ad Valorem Secondary	8,448,281,586	5,068,969	0.0600
Water Storage Secondary	8,448,281,586	3,379,313	0.0400
Ground Water Replenishment			
Category 1 Member Lands			
Water Usage (rate per acre-foot and usage of 1,287.95 acre-feet)		549,955	427.0000
Membership Dues (rate per lot, with 17,679 lots assessed)		76,727	4.3400
Total Category 1 Member Lands		626,682	
Category 2 Member Lands			
Water Usage (rate per acre-foot and no usage)		0	367.0000

PIMA COUNTY FISCAL YEAR 2011/12 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
CITY OF TUCSON:			
Primary	3,422,618,918		
Primary		12,215,320	0.3569
Involuntary Tort Judgments (Arizona			
Administrative Code Regulation 15-12-202)		2,492,500	0.0728
TOTAL PRIMARY		14,707,820	0.4297
Secondary	3,487,959,628	25,545,816	0.7324
TOTAL CITY OF TUCSON		40,253,636	1.1621
CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT:			
		398,139	list attached
CITY OF SOUTH TUCSON:			
Primary	23,614,069	53,486	0.2265
Secondary	24,687,760	600,850	2.4338
TOTAL CITY OF SOUTH TUCSON		654,336	2.6603
STREET LIGHTING IMPROVEMENT DISTRICTS:			
Cardinal Estates	710,724	5,829	0.8201
Carriage Hills No. 1	2,502,993	3,285	0.1312
Carriage Hills No. 3	1,048,288	1,126	0.1074
Desert Steppes	1,599,284	1,971	0.1232
Hermosa Hills Estates	2,620,325	1,690	0.0645
Lakeside No. 1	1,881,706	2,628	0.1397
Littletown	1,898,593	7,261	0.3824
Longview Estates No. 1	2,365,143	3,566	0.1508
Longview Estates No. 2	2,790,479	4,130	0.1480
Manana Grande "B"	2,228,825	2,816	0.1263
Manana Grande "C"	2,512,118	4,599	0.1831
Midvale Park	6,150,351	5,925	0.0963
Mortimore Addition	3,403,602	12,870	0.3781
Oaktree No. 1	814,040	9,962	1.2238
Oaktree No. 2	624,961	7,818	1.2510
Oaktree No. 3	797,169	10,247	1.2854
Orange Grove Valley	1,262,748	2,910	0.2304
Peach Valley	531,019	1,554	0.2926
Peppertree	10,410,703	4,354	0.0418
Rolling Hills	6,098,723	6,950	0.1140
Salida del Sol	567,312	6,425	1.1325

PIMA COUNTY FISCAL YEAR 2011/12 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
FIRE DISTRICTS:			
Arivaca	4,318,707	107,968	2.5000
Avra Valley	37,262,662		
Operations		1,142,772	3.0668
Bonds		63,347	0.1700
Total Avra Valley		1,206,119	3.2368
Corona de Tucson	49,508,161	1,307,016	2.6400
Drexel Heights	198,338,704		
Operations		6,247,669	3.1500
Bonds		783,835	0.3952
Total Drexel Heights		7,031,504	3.5452
Golder Ranch	657,128,202		
Operations		10,448,338	1.5900
Bonds		919,979	0.1400
Total Golder Ranch		11,368,317	1.7300
Green Valley	374,389,895	7,113,408	1.9000
Hidden Valley	13,359,285	100,195	0.7500
Mescal-J6	4,323,044	34,022	0.7870
Mt. Lemmon	16,530,689	537,248	3.2500
Mountain Vista	271,010,880	3,520,432	1.2990
Northwest	1,053,796,773		
Operations		25,399,664	2.4103
Bonds		3,167,713	0.3006
Total Northwest		28,567,377	2.7109
Picture Rocks	40,366,355		
Operations		1,271,542	3.1500
Bonds		258,749	0.6410
Total Picture Rocks		1,530,291	3.7910
Rincon Valley	110,858,515		
Operations		2,410,064	2.1740
Bonds		589,102	0.5314
Total Rincon Valley		2,999,166	2.7054
Sabino Vista	31,739,346	328,311	1.0344
Sonoita-Elgin	5,880,403	89,382	1.5200
Tanque Verde Valley	12,238,093	140,555	1.1485
Three Points	36,834,557		
Operations		1,197,125	3.2500
Bonds		552,519	1.5000
Total Three Points		1,749,644	4.7500
Tucson Country Club Estates	21,029,804	106,789	0.5078
Why	968,027	27,104	2.8000
HEALTH DISTRICTS:			
Ajo-Lukeville Health District	15,384,916	115,387	0.7500

PIMA COUNTY FISCAL YEAR 2011/12 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
TUCSON UNIFIED SCHOOL DISTRICT NO 1:			
Primary	3,313,108,409		
Maintenance & Operation		179,000,621	5.4028
Adjacent Ways		2,229,722	0.0673
TOTAL PRIMARY		181,230,343	5.4701
Secondary	3,388,422,554		
Class A Bond Interest and Redemption		39,326,032	1.1606
Class B Bond Interest and Redemption		10,751,465	0.3173
TOTAL SECONDARY		50,077,497	1.4779
MARANA UNIFIED SCHOOL DISTRICT NO 6:			
Primary	780,413,028		
Maintenance & Operation		27,048,335	3.4659
Adjacent Ways		664,131	0.0851
TOTAL PRIMARY		27,712,466	3.5510
Secondary	794,566,062		
Class A Bond Interest and Redemption		831,116	0.1046
Class B Bond Interest and Redemption		5,943,354	0.7480
Override Maintenance & Operation		6,365,269	0.8011
TOTAL SECONDARY		13,139,739	1.6537
FLOWING WELLS UNIFIED SCHOOL DISTRICT NO. 8:			
Primary	205,272,602		
Maintenance & Operation		6,991,790	3.4061
Adjacent Ways		205	0.0001
TOTAL PRIMARY		6,991,995	3.4062
Secondary	212,616,183		
Class A Bond Interest and Redemption		1,845,296	0.8679
Class B Bond Interest and Redemption		1,103,053	0.5188
Override Maintenance & Operation		2,500,366	1.1760
TOTAL SECONDARY		5,448,715	2.5627

PIMA COUNTY FISCAL YEAR 2011/12 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
AMPHITHEATER UNIFIED SCHOOL DISTRICT NO. 10:			
Primary	1,517,536,391		
Maintenance & Operation		32,416,095	2.1361
Unrestricted Capital		27,330,830	1.8010
Adjacent Ways		303,507	0.0200
TOTAL PRIMARY		60,050,432	3.9571
Secondary	1,549,556,877		
Class B Bond Interest and Redemption		15,009,008	0.9686
Override Maintenance & Operation		7,400,684	0.4776
TOTAL SECONDARY		22,409,692	1.4462
SUNNYSIDE UNIFIED SCHOOL DISTRICT NO. 12:			
Primary	439,615,171		
Maintenance & Operation		16,657,019	3.7890
Adjacent Ways		1,319	0.0003
TOTAL PRIMARY		16,658,338	3.7893
Secondary	455,197,919		
Class A Bond Interest and Redemption		6,435,588	1.4138
Override Maintenance & Operation		7,913,161	1.7384
TOTAL SECONDARY		14,348,749	3.1522
TANQUE VERDE UNIFIED SCHOOL DISTRICT NO. 13:			
Primary	198,984,429		
Maintenance & Operation		5,415,958	2.7218
TOTAL PRIMARY		5,415,958	2.7218
Secondary	200,701,839		
Class B Bond Interest and Redemption		1,040,438	0.5184
Override Maintenance & Operation		824,684	0.4109
Override Election K-3		307,275	0.1531
TOTAL SECONDARY		2,172,397	1.0824
AJO UNIFIED SCHOOL DISTRICT NO. 15:			
Primary	19,367,642		
Maintenance & Operation		861,434	4.4478
Unrestricted Capital		237,486	1.2262
TOTAL PRIMARY		1,098,920	5.6740
Secondary	19,838,775	0	0.0000

PIMA COUNTY FISCAL YEAR 2011/12 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
CATALINA FOOTHILLS UNIFIED SCHOOL DISTRICT NO. 16:			
Primary	623,029,324		
Maintenance & Operation		16,614,323	2.6667
Unrestricted Capital		4,361	0.0007
TOTAL PRIMARY		16,618,684	2.6674
Secondary	629,510,960		
Class A Bond Interest and Redemption		1,480,610	0.2352
Class B Bond Interest and Redemption		2,613,100	0.4151
Override Maintenance & Operation		2,305,899	0.3663
Override Election K-3		708,200	0.1125
Override Capital Outlay		2,599,880	0.4130
TOTAL SECONDARY		9,707,689	1.5421
VAIL UNIFIED SCHOOL DISTRICT NO. 20:			
Primary	461,390,829		
Maintenance & Operation		13,957,534	3.0251
Adjacent Ways		1,499,982	0.3251
TOTAL PRIMARY		15,457,516	3.3502
Secondary	471,044,778		
Class B Bond Interest and Redemption		2,645,859	0.5617
Override Maintenance & Operation		3,500,334	0.7431
TOTAL SECONDARY		6,146,193	1.3048
SAHUARITA UNIFIED SCHOOL DISTRICT NO. 30:			
Primary	315,986,147		
Maintenance & Operation		10,042,356	3.1781
Adjacent Ways		964,390	0.3052
TOTAL PRIMARY		11,006,746	3.4833
Secondary	319,085,451		
Class B Bond Interest and Redemption		1,936,849	0.6070
Override Maintenance & Operation		3,200,427	1.0030
Override Capital Outlay		1,000,014	0.3134
TOTAL SECONDARY		6,137,290	1.9234

PIMA COUNTY FISCAL YEAR 2011/12 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
SAN FERNANDO ELEMENTARY SCHOOL DISTRICT NO. 35:			
Primary	1,211,079		
Maintenance & Operation		58,787	4.8541
TOTAL PRIMARY		58,787	4.8541
Secondary	1,508,323	0	0.0000
EMPIRE ELEMENTARY SCHOOL DISTRICT NO. 37:			
Primary	7,635,910		
Maintenance & Operation		210,224	2.7531
TOTAL PRIMARY		210,224	2.7531
Secondary	7,992,247	0	0.0000
CONTINENTAL ELEMENTARY SCHOOL DISTRICT NO. 39:			
Primary	334,446,159		
Maintenance & Operation		3,933,421	1.1761
Unrestricted Capital		232,106	0.0694
Soft Capital		191,638	0.0573
Adjacent Ways		78,260	0.0234
A.R.S. 15-992 B		1,478,252	0.4420
TOTAL PRIMARY		5,913,677	1.7682
Secondary	338,327,680		
Class A Bond Interest and Redemption		705,075	0.2084
Override Maintenance & Operation		166,457	0.0492
TOTAL SECONDARY		871,532	0.2576
INDIAN OASIS UNIFIED SCHOOL DISTRICT NO. 40:			
Primary	1,059,972		
Maintenance & Operation		0	0.0000
TOTAL PRIMARY		0	0.0000
Secondary	1,059,972	0	0.0000
REDINGTON ELEMENTARY SCHOOL DISTRICT NO. 44:			
Primary	1,417,416		
Maintenance & Operation		95,860	6.7630
TOTAL PRIMARY		95,860	6.7630
Secondary	1,433,210	0	0.0000

PIMA COUNTY FISCAL YEAR 2011/12 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
ALTAR VALLEY ELEMENTARY SCHOOL DISTRICT NO. 51:			
Primary	36,367,149		
Maintenance & Operation		1,881,309	5.1731
Unrestricted Capital		81,972	0.2254
TOTAL PRIMARY		1,963,281	5.3985
Secondary	37,660,554		
Override Maintenance & Operation		440,252	1.1690
TOTAL SECONDARY		440,252	1.1690
JOINT TECHNICAL EDUCATION DISTRICT			
Secondary	8,041,601,370	4,020,801	0.0500
DOMESTIC WATER IMPROVEMENT DISTRICTS:			
Mt. Lemmon Domestic Water District			
Secondary	14,788,711	383,600	2.5939
IMPROVEMENT DISTRICTS:			
Hayhook Ranch			
Secondary	1,415,370	45,000	3.1794
GLADDEN FARMS COMMUNITY FACILITIES DISTRICT:			
Secondary	17,591,428		
Maintenance & Operation		52,774	0.3000
Bond Indebtedness		439,786	2.5000
TOTAL SECONDARY		492,560	2.8000
GLADDEN FARMS PHASE II COMMUNITY FACILITIES DISTRICT:			
Secondary	50,866		
Maintenance & Operation		153	0.3000
TOTAL SECONDARY		153	0.3000
SAGUARO SPRINGS COMMUNITY FACILITIES DISTRICT			
Secondary	6,153,084		
Maintenance & Operation		18,459	0.3000
TOTAL SECONDARY		18,459	0.3000
VANDERBILT FARMS COMMUNITY FACILITIES DISTRICT:			
Secondary	971,508		
Maintenance & Operation		2,915	0.3000
TOTAL SECONDARY		2,915	0.3000

PIMA COUNTY FISCAL YEAR 2011/12 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
QUAIL CREEK COMMUNITY FACILITIES DISTRICT:			
Secondary	8,780,315		
Maintenance & Operation		26,341	0.3000
Bond Indebtedness		263,409	3.0000
TOTAL SECONDARY		289,750	3.3000
CORTARO-MARANA IRRIGATION DISTRICT 12,273.50 ACRES			
Maintenance & Operation		810,051	66.0000
FLOWING WELLS IRRIGATION DISTRICT 2,078.44 ACRES			
Maintenance & Operation		40,218	19.3500
SILVERBELL IRRIGATION & DRAINAGE DISTRICT 1,600 ACRES			
Maintenance & Operation		4,800	3.0000
MOBILE HOME RELOCATION FUND ASSESSMENT			
Primary	Valuation Unavailable		0.5000
TOTAL		1,136,688,276	

FISCAL YEAR 2011/12 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY	PARCEL ID #	TAX LEVY
11706089C	\$2,453.46	117100630	\$1,497.42
11706166B	4,384.79	11710065A	962.77
11706168A	2,912.18	11710066A	864.19
11706168B	111.39	117100670	697.70
11706168C	495.63	117100680	245.47
117061740	230.73	11710069A	226.29
11706177A	524.82	11710069B	300.35
11706177B	916.38	117100710	46.80
117061780	275.19	11710075B	1,367.66
11706179A	1,782.79	117100760	2,979.51
11706183B	5,403.43	11710077A	1,281.55
11706187D	2,612.12	117100780	401.56
117061900	1,305.82	11710079A	1,048.01
117061910	1,856.74	11710081D	883.09
11706193B	534.30	11710082A	940.83
11706193C	1,587.92	11710083A	497.27
11706194A	500.31	117100840	429.76
11706195A	2,133.69	11710089A	10,025.97
117061960	1,590.91	117100920	360.43
11706197A	1,171.39	11710094A	273.20
117062000	617.78	117100950	307.14
117062010	2,488.09	117100960	513.94
117062020	3,896.36	117100970	220.85
117062050	1,244.11	11710098A	344.23
117062060	1,427.10	117100990	653.94
117062070	2,013.47	11710100A	854.83
117062080	1,244.11	117101010	1,826.14
117062090	1,244.11	117101020	1,358.94
117062100	3,286.00	117101210	1,329.99
117062110	511.19	117101250	487.15
117062120	945.04	117101260	594.62
117062160	1,911.15	117101270	370.67
117062170	2,852.56	117101280	772.23
11706218A	1,346.13	117101290	521.25
11706219D	2,714.56	117101300	382.14
117062200	2,594.27	117101310	339.20
117100600	1,517.08	117101320	316.26
117100610	845.41	11710133A	693.89
117100620	1,363.86	117101350	433.09

FISCAL YEAR 2011/12 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY	PARCEL ID #	TAX LEVY
1171101360	\$374.74	117120080	\$3,652.99
117110160	1,003.08	117120130	569.63
117110170	12,074.19	117120140	812.30
117110180	538.34	117120150	237.52
11711020A	1,286.11	11712017A	2,212.90
117110210	2,577.89	11712019A	531.02
117110730	578.59	117120200	2,677.00
117110740	844.01	117120210	2,862.86
117110750	233.77	117120220	598.18
11711076A	921.41	117120280	718.99
11711076B	1,948.94	117120290	792.35
117110770	463.98	117120300	445.79
117110780	479.54	117120310	2,093.56
117110790	846.43	11712033A	1,317.35
11711080A	23,483.91	117120360	280.81
11711080C	2,743.51	11712037A	1,809.21
117110820	1,247.15	117120470	1,500.70
117110830	1,433.30	11712048A	84.01
117110840	2,149.95	117120490	64.94
11711085A	2,707.30	117120860	1,444.77
117110880	1,803.74	117120870	4,741.42
117110890	834.59	11712088A	236.58
117110900	3,509.95	11712089A	1,684.27
117110910	1,039.00	11712091D	624.80
117110920	914.04	117120950	212.95
11711096C	9,534.20	11712098A	17,005.74
11711096D	8,181.46	11712099A	2,840.63
11711096E	5,170.18	11712103C	20,412.02
117110980	1,323.61	117121240	459.83
117110990	594.38	117121250	440.23
117111000	1,525.32	117121260	448.36
117111010	1,110.37	117121270	226.46
11711102A	1,178.17	117121280	458.07
117111040	1,340.22	117121290	1,034.08
117111050	1,416.92	117121300	142.39
117111060	307.90	117121310	168.37
117120030	88.63	117121320	168.37
11712006A	830.09	117121330	161.58
11712007A	3,369.72	117121340	251.56

FISCAL YEAR 2011/12 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

<u>PARCEL ID #</u>	<u>TAX LEVY</u>	<u>PARCEL ID #</u>	<u>TAX LEVY</u>
117121350	\$868.64	117131840	\$1,937.94
117121890	345.75	117131850	89.45
117121900	3,288.05	117131860	90.50
117130250	766.96	117131870	112.03
117130260	179.48	117131880	63.59
11713027A	585.64	117131890	63.47
117130290	1,216.84	117131900	51.42
117130300	222.31	117131910	51.19
117130310	222.31	117131920	96.59
117130360	1,252.24	117131930	97.52
11713037A	1,108.26	117131940	95.65
117130390	4,352.03	117131950	89.45
117130400	2,294.33	117131960	90.50
117130410	1,750.62	117131970	88.63
117130420	990.50	117131980	63.59
117130430	1,440.20	117131990	63.47
117131560	3,718.22	117132000	51.42
11713157A	2,841.12	117132010	51.19
11713158A	884.90	117132020	96.59
117131590	861.44	117132030	97.52
117131600	3,243.79	117132040	95.65
117131610	643.52	117132050	89.45
117131620	976.05	117132060	90.50
117131630	108.11	117132070	88.63
117131640	725.43	117132080	63.59
117131650	29.25	117132090	63.47
117131660	912.63	117132100	51.42
117131670	912.63	117132110	51.19
117131680	379.77	117132120	96.59
117131720	2,787.27	117132130	97.52
117131740	1,207.37	117132140	95.65
117131750	509.09	117132150	0.18
117131760	775.74	117132160	0.18
117131770	919.65	11714072A	954.64
117131780	702.02	11714077A	1,742.84
117131790	404.37	11714081A	1,339.99
117131800	316.26	117140860	2,529.63
11713182A	2,862.39	117140870	1,645.55
117131830	1,136.70	117150010	2,323.47

FISCAL YEAR 2011/12 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

<u>PARCEL ID #</u>	<u>TAX LEVY</u>	<u>PARCEL ID #</u>	<u>TAX LEVY</u>
117150030	\$818.27	117170700	\$32.18
117150040	912.63	117170710	31.24
117150050	1,832.17	117170720	31.24
117160030	2,836.65	117170730	32.18
117160050	1,135.17	117170740	25.33
117160060	1,547.97	117170750	36.74
11716007A	3,900.80	117170760	36.74
11716008A	874.56	117170770	33.76
117160100	1,627.94	117170780	40.25
117160110	1,851.71	117170790	32.23
117160130	2,799.21	117170800	31.42
117160200	310.24	117170810	31.42
117160220	933.40	117170820	32.23
117160330	843.37	117170830	25.04
117160360	877.53	117170840	24.34
117160370	1,076.44	117170850	24.34
117170010	2,285.79	117170860	24.34
117170020	859.98	117170870	25.04
117170060	515.99	117170880	32.23
11717007B	465.03	117170890	31.36
11717008B	1,077.96	117170900	31.36
117170090	1,624.02	117170910	31.36
117170110	1,915.30	117170920	31.36
117170120	2,536.83	117170930	32.23
117170170	2,823.95	117170940	25.33
11717020A	2,670.15	117170950	36.74
117170340	439.70	117170960	36.74
117170380	896.90	117170970	36.74
117170400	391.14	117170980	37.27
11717044B	1,682.23	117170990	32.23
117170610	32.18	117171000	31.42
117170620	31.30	117171010	31.42
117170630	31.30	117171020	32.23
117170640	32.18	117171030	25.04
117170650	24.92	117171040	24.34
117170660	24.28	117171050	24.34
117170670	24.28	117171060	24.34
117170680	24.28	117171070	25.04
117170690	24.92	117171080	32.23

FISCAL YEAR 2011/12 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID # TAX LEVY

117171090	\$31.36
117171100	31.36
117171110	31.36
117171120	31.36
117171130	32.23
117171140	269.23
117171150	113.61

PARCEL ID # TAX LEVY

117171160	\$348.91
117171170	326.21
117171180	273.09
117171190	273.09
117171200	92.90
117171210	135.61
11720024A	3,806.79

Total Levy	\$398,138.84

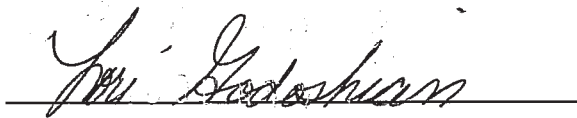
Passed and adopted this 15th day of August, 2011.

A handwritten signature in black ink, appearing to read "Simon Valadez", written over a horizontal line.

Chairman
Pima County Board of Supervisors

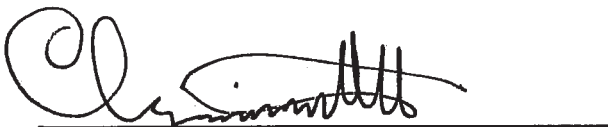
AUG 15 2011

ATTEST:

A handwritten signature in black ink, appearing to read "J. L. Gadsden", written over a horizontal line.

Clerk of the Board

APPROVED AS TO FORM:

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Deputy County Attorney

BUDGET ISSUES

This section of the Fiscal Year 2011/2012 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 2011/12 Budget*, dated April 29, 2011; his May 11, 2011 memorandum, *Tentative Budget Adoption - Fiscal Year 2011/12*; his May 17, 2011 memorandum, *Tentative Budget Adoption: Fiscal Year 2011/12*; and his June 21, 2011 memorandum, *Fiscal Year 2011/12 Final Budget Adoption*. (The memoranda are located on pages 4-3, 4-27, 4-29, and 4-33, respectively.)

Issues Synopsis

During the development of the fiscal year 2011/12 budget, the following issues were recognized:

- Property Taxes – The Primary Net Assessed Value of the County for fiscal year 2011/12 decreased \$630 million or 7.04 percent from the current year. The market value of existing property actually decreased by more than eight percent, but was partially offset by an increase of 1.33 percent as a result of new construction added to the tax base. Because the tax base has decreased for fiscal year 2011/12, use of the current tax rate results in a levy amount that is \$20,858,120 less than the Fiscal Year 2010/11 levy and \$24,797,399 below the fiscal year 2011/12 neutral levy as determined by the state's Truth in Taxation statutes. The contraction of the property tax base is expected to continue into fiscal year 2012/13 with the Net Assessed Value projected to decline by 5.1 percent.
- State Cost Shifts – The state's decision to use Pima County's local tax base to balance a portion of Arizona's budget created a deficit of \$8,185,242. To fund this deficit, the County required a primary rate increase of 10.45 cents per \$100 of assessed value.
- State-Shared Revenues – State shared sales tax revenue is projected to increase by \$3 million in fiscal year 2011/12. This modest increase reflects a projected slow economic recovery with only slightly improved consumer spending. Partially offsetting the increase in sales tax revenue is a projected decrease in the vehicle license tax of \$1.5 million (5.8 percent) in fiscal year 2011/12.
- University Physicians Healthcare Hospital - In fiscal year 2010/11, the County entered into a two year agreement with the Arizona Board of Regents (ABOR) on behalf of the University of Arizona College of Medicine for funding of the University Physician Healthcare Hospital. Total funding to the hospital for fiscal year 2010/11 was \$20,000,000. For fiscal year 2011/12, the final year of the ABOR agreement, the County is obligated to provide funding in a total amount of \$15,000,000. Provision of funding by the County after fiscal year 2011/12 will require a new agreement.
- Non-General Fund Subsidies – It has been the policy of the Board of Supervisors not to allow deficits in non-General Fund funds of the County to roll over from year-to-year on a long term basis. Fund deficits ultimately become liabilities on the General Fund and undermine the fiscal stability and integrity of the County. Three funds in the County are projected to run a deficit in fiscal year 2011/12. Consequently, the County Administrator is recommending a total of \$3.3 million be appropriated from the General Fund and reserved in the Budget Stabilization Fund to be used, as needed, to subsidize the funds.
- 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 2011/12, \$34,774,388 is needed to reserve seven percent of General Fund revenues.

- Employee Compensation - Employee compensation is a very important component of the budget. Although the Board of Supervisors authorized a one percent increase in salaries for existing employees for fiscal year 2011/12 this was only to partially offset the increase in the employees' share of pension costs which resulted from the State's reducing the employer's share.
- Departmental Requests for Supplemental Funding - The total net negative General Fund impact of all supplemental requests received from departments was over \$15.6 million. Many of these requests were justified and will need to be addressed at some point in the future. However, resources are not available in fiscal year 2011/12 to fund any of the requests.
- General Fund Fiscal Year 2010/11 Ending Fund Balance – The projected General Fund available ending fund balance for fiscal year 2010/11 is \$53,651,182. This is an increase of \$29,610,967 over the budgeted General Fund Reserve of \$24,040,215. This increase is from numerous offsetting increases and decreases in actual expenditures, revenues and operating transfers from the Adopted Budget. The primary factor contributing to the increase is a beginning General Fund balance that was greater than was anticipated at the time the fiscal year 2010/11 Budget was adopted. There are two substantial components of that larger beginning fund balance. One was an unanticipated partial refund of \$4,573,477 from the State of the County's indigent health care contribution. The refund resulted from a maintenance of effort requirement imposed on Arizona as a prerequisite to receipt of federal funding. The second was actual, net departmental expenditures that were less at the end of fiscal year 2009/10 than were projected mid-year.
- General Fund Base Budget – Projected base General Fund revenues are \$8,185,242 less than required to fund projected fiscal year 2011/12 base expenditures and operating transfers. The County Administrator recommended and the Board of Supervisors approved an increase in the primary levy of 10.45 cents per \$100 of assessed value. This increased rate will offset the State's costs shifts and decision to use Pima County's local tax base to balance a portion of Arizona's budget.

Since the economic recession began more than three years ago, a series of reductions in departmental budgets have been implemented. The fiscal year 2011/12 Adopted Budget includes an additional 1.5 percent reduction for most departments and a 0.5 percent reduction for the law enforcement functions. Collectively over three years, the cumulative reduction in departmental budgets is approximately 11.5 percent except for the Sheriff's Office which has been reduced by 2.5 percent. Consequently, despite the state cost shifts and declines in state shared revenues, the reductions in departmental budgets, and the available \$53.6 million fiscal year 2010/11 ending fund balance enabled the County to have a balanced General Fund budget for fiscal year 2011/12.

The following County Administrator's memoranda details and discusses these issues at length.



MEMORANDUM

Date: April 29, 2011

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

From: C.H. Huckelberry
County Administrator

A handwritten signature in dark ink, appearing to read "CHH", is written over the printed name "C.H. Huckelberry".

Re: Transmittal of Recommended Fiscal Year 2011/12 Budget

Introduction

This memorandum is to transmit the Recommended Fiscal Year 2011/12 Budget for Pima County. These recommendations are made based on information available in mid-April 2011. It is possible that additional relevant information will become available for the Board as it deliberates on the budget prior to final adoption.

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

May 17, 2011	Budget Hearing
May 17, 2011	Tentative Budget Adoption (Sets Budget Ceiling)
June 21, 2011	Final Budget Adoption
August 15, 2011	Tax Levy Adoption (Date Set by State Statute)

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.

The County's base operating budget for all funds set forth in this recommendation includes projected continuing and new cost shifts, revenue reductions and revenue sharing already adopted in the State Budget for Fiscal Year 2011/12.

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The Honorable Chairman and Members, Pima County Board of Supervisors
Re: **Transmittal of Recommended Fiscal Year 2011/2012 Budget**
April 29, 2011
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I. Overview of Recommended Budget

Like all governments in Arizona, Pima County has necessarily adjusted to reduced revenues and increased service demands during this economic recession. More than three years ago, at the beginning of the current recession, Pima County began taking actions in response to declining resources and an increasingly uncertain operating environment. Numerous initiatives were developed and implemented to address redundancy and waste. Internal services were centralized to increase efficiency and reduce cost. The workforce was reduced, primarily through natural attrition. Priorities were re-evaluated and items of discretionary spending, such as travel, have been nearly eliminated. Departmental budgets have been incrementally reduced over time pursuant to a managed, thoughtful process.

This Recommended Budget continues this trend by reducing most departmental budgets by 1.5 percent, except law enforcement functions which are reduced 0.5 percent. In total, operating budgets within the County have been reduced during the past three years by about 11.5 percent with the exception of the Sheriff's Office which has been reduced 2.5 percent.

In addition, when adopting the current Fiscal Year 2010/11 Budget, the Board of Supervisors did not commit to future use more than \$22 million of base General Fund revenues in order to stabilize property taxes. This was done in anticipation of the significant reduction in the value of the primary property tax base which is now estimated to decline by a net 7.04 percent next year or \$20,858,120 using the current tax rate. This contraction in the property tax base will continue in Fiscal Year 2012/13 with an estimated net reduction of 5.1 percent.

During this time of managing through the recession the Board of Supervisors has also provided property tax relief to the community. Over the last three adopted budgets the primary rate has been reduced almost 29 cents with a corresponding three year total reduction in primary levy of \$69,092,858.

Notwithstanding these efforts, however, General Fund base revenues are \$8,185,242 less than are necessary to fund General Fund expenditures. The amount of direct cost shifts to the Pima County General Fund enacted in the State's Fiscal Year 2011/12 Budget is \$8,290,172 or slightly more than the County's General Fund deficit. It is recommended that the State's decision to use Pima County's local tax base to balance a portion of Arizona's Budget be levied as a primary property tax on behalf of the State. To fund the \$8,185,242 deficit shifted to the County requires a primary rate of 10.45 cents per \$100 of assessed value. This State Assistance Levy, added to the County's current rate of \$3.3133, equals a total recommended primary rate of \$3.4178.

Even with the State Assistance Levy added to the current primary rate, the combined rate of \$3.4178 is 19.39 cents less than the statutory Truth in Taxation revenue neutral rate and 62.32 cents less than the Constitutional Levy Limit rate. The resulting levy in

Fiscal Year 2011/12 will reduce primary property taxes by \$12,174,044 from the current year.

The combined recommended property tax levy of the County next fiscal year, including the primary and secondaries for the Library District, Flood Control, and Debt Service is \$17,967,908 less than the current year. This result occurs even though the combined rate is recommended to increase 17.05 cents because the value of the primary property tax base will decrease 7.04 percent and the secondary base will decrease 9.21 percent next year.

The recommended combined, total County Budget for Fiscal Year 2011/12 is \$1,295,466,922 which is \$136,430,147 or 9.53 percent less than the current year.

II. Summary of Key Budget Issues

- The projected General Fund available ending balance for Fiscal Year 2010/11 is \$52,827,024, an increase of \$28,786,809 over the budgeted reserve of \$24,040,215.
- It is recommended that the non-recurring Fiscal Year 2010/11 ending balance be allocated for the following purposes:
 - \$15,000,000 to fund the final year of the existing contract for operation of University Physician Healthcare Hospital.
 - \$443,180 to fund an additional one-sixth of the increased cost of medical insurance premiums for General Fund supported employees.
 - \$37,383,844 as the General Fund Reserve for Fiscal Year 2011/12 which is 8.18 percent of General Fund reserves.
- Assuming continuation of the current primary property tax rate of \$3.3133, General Fund base revenues and transfers-in for Fiscal Year 2011/12 are projected to be \$457,097,087 which is \$23,661,509 or 4.9 percent less than the current year.
- Excluding primary property taxes, General Government revenues from all other sources are projected to increase \$2,613,999 or 1.9 percent.
- The value of the net primary property tax base is projected to decrease 7.04 percent which will result in a decreased primary levy of \$20,858,120 at the current rate.
- General Fund base expenditures and transfers-out for Fiscal Year 2011/12 are projected to be \$465,282,329 which is \$69,109,661 or 12.9 percent less than the current year's.

- General Fund base expenditures exceed base revenues by \$8,185,242.
- Direct cost shifts to the County's General Fund enacted in the State's Fiscal Year 2011/12 Budget total \$8,290,172 or slightly more than the projected deficit in base revenues.
- It is recommended that the State's decision to use Pima County's local tax base to balance a portion of Arizona's Budget be levied as a State Assistance Tax of 10.45 cents per \$100 of assessed value.
- Combined with the County's current primary rate of \$3.3133, addition of the State Assistance Tax will result in a total primary rate of \$3.4178 which is 19.39 cents less than the statutory revenue neutral rate and 62.32 cents less than the Constitutional Levy Limit.
- The resulting combined levy will reduce primary property taxes by \$12,174,044 from the current year.
- The recommended budget for the Library District is \$32,289,958, a \$2,518,680 decrease from this year, and the recommended tax rate is \$0.3460, a \$0.0360 increase from the current year.
- The recommended budget for Debt Service is \$100,824,209, a \$5,453,346 decrease from this year, and the recommended tax rate to support the General Obligation portion of that budget is \$0.7800, a 3 cent increase from the current year.
- The recommended operating budget for the Regional Flood Control District is \$12,043,950, a \$183,410 decrease from this year, and the recommended tax rate of \$0.2635 is the same as this year's rate.
- The recommended combined, total property tax levy of the County is \$17,967,908 less than the current year.
- The combined property tax levy of the County will be reduced by more than 4 percent even though the combined rate is recommended to increase 17.05 cents because the value of the primary property tax base will decrease 7.04 percent and the secondary will decrease 9.21 percent.
- The combined, total Recommended County Budget for Fiscal Year 2011/12 is \$1,295,466,922 which is \$136,430,147 or 9.53 percent less than the current year.

III. General Fund Ending Fund Balance: Fiscal Year 2010/11

A. Positive Ending Fund Balance

The projected General Fund available ending balance for Fiscal Year 2010/11 is \$52,827,024. This is a projected increase of \$28,786,809 over the budgeted General Fund Reserve of \$24,040,215. This ending balance represents 11.0 percent of projected revenues for Fiscal Year 2010/11 compared to the target ending fund balance of 5.0 percent. This is non-recurring, one-time cash available to the General Fund.

This projected net increase of \$28,786,809 results from numerous offsetting increases and decreases in actual expenditures, revenues, and operating transfers from the Adopted Budget. The primary factor contributing to the increase is a beginning General Fund balance that was greater than was anticipated at the time the Fiscal Year 2010/11 Budget was adopted. There are two substantial components of that larger beginning fund balance. One was an unanticipated partial refund of \$4,573,477 from the State of the County's indigent health care contribution. The refund resulted from a maintenance of effort requirement imposed on Arizona as a prerequisite to receipt of federal funding. The second was actual, net departmental expenditures that were less at the end of Fiscal Year 2009/10 than were projected mid-year.

B. Recommended Uses of General Fund Ending Balance

Set forth below are my recommendations for use of the \$52,827,024 of non-recurring, one-time dollars projected as the available ending balance of the General Fund on June 30, 2011.

1. University Physician Healthcare Hospital

Beginning with the current fiscal year, the County entered into a two year agreement with the Arizona Board of Regents (ABOR) on behalf of the University of Arizona College of Medicine for funding of the University Physician Healthcare Hospital as it transitioned into a newly structured, integrated two-hospital medical education system. Total funding to the Hospital this year is \$20,000,000 consisting of \$13,416,667 pursuant to the agreement with ABOR and \$6,583,333 pursuant to the original lease for the Hospital with University Physicians Healthcare.

Next fiscal year, the final year of the existing ABOR contract, the County is obligated to provide funding in a total amount of \$15,000,000. Provision of funding by the County after Fiscal Year 2011/12 will require that a new agreement setting forth a negotiated amount in return for specified services and performance standards be entered into.

I recommend that this \$15,000,000 obligation of the County for the remaining year of the ABOR contract be allocated from this year's ending fund balance.

2. Medical Insurance: Employee Premium Reduction

At its April 12, 2011 meeting the Board of Supervisors approved the contract for procurement of employee medical insurance for Fiscal Year 2011/12. This approval was specifically limited by the Board to one year with direction to County administration to pursue all available options for Fiscal Year 2012/13 in order to contain these costs. In addition, the Board adjusted the recommendation that employees bear one-third of the increase in premiums next year and, instead, directed that the County pay five-sixths in order that employees pay only one-sixth of the premium increase.

A total of \$4,241,262 had been programmed into base budget expenditures for next fiscal year for increased costs of employee benefits countywide, including increased contributions to the six retirement plans in which the County participates, unemployment insurance, and medical insurance. Of that total, \$3,000,000 was allocated to the increased cost of medical insurance countywide, of which \$1,800,000 is attributable to the General Fund.

The decision of the Board of Supervisors to cover an additional one-sixth of the increase in premiums for employee medical insurance increased the County's cost by \$738,634 countywide of which \$443,180 must be paid by the General Fund.

I recommend that the \$443,180 General Fund portion of this increase be allocated from the projected ending fund balance for this fiscal year. Because this appropriation is from non-recurring, one-time cash, however, it will be necessary in Fiscal Year 2012/13 to either reduce future medical insurance costs or otherwise reduce General Fund base expenditures in an amount sufficient to cover this increase.

3. General Fund Reserve

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. This enabled the Reserve Fund to be steadily increased.

The Government Finance Officers Association recommends, as the preferred benchmark, that two month's operating costs or 16.66 percent of operating revenues, be set aside as fund balance. They further recommend that in no event should less than 5 percent be set aside as a bare, minimum amount. For the past five years the Board of Supervisors has been able to achieve the minimum 5 percent reserve within the adopted Budget.

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.

The continuing economic recession has, however, put the County in an increasingly uncertain operating environment. The primary property tax base began contracting this fiscal year and will decrease by an additional net 7.04 percent in Fiscal Year 2011/12. It is estimated that this tax base will contract by another net 5.1 percent in Fiscal Year 2012/13 and that the real estate market and construction industry in the County will take many years thereafter to fully recover. In addition, actions of the State that financially impact the County have become increasingly erratic and unpredictable while trending toward increased shifting of problems to local government.

Given these uncertainties, I recommend that the benchmark goal of the County for the Reserve be raised from setting aside the minimum 5 percent of General Fund operating revenues to at least 10 percent. After the appropriations recommended above, the amount remaining of the projected Fiscal Year 2010/11 General Fund ending balance is \$37,383,844. This amount, though less than the benchmark of 10 percent, equals 8.18 percent of General Fund base operating revenues. I recommend that the remaining \$37,383,844 be budgeted as the General Fund Reserve for Fiscal Year 2011/12.

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 2010/11 available ending fund balance of \$52,827,024.

Table 1
Recommended Allocation of Fiscal Year 2010/11
General Fund Ending Balance

<u>Recommendation</u>	<u>Amount</u>
ABOR Contract: University Physician Healthcare Hospital	\$15,000,000
Medical Insurance: Employee Premium Reduction	443,180
General Fund Reserve at 8.18 percent	<u>37,383,844</u>
TOTAL	<u>\$52,827,024</u>

IV. General Fund Base Budget: Fiscal Year 2011/12

A. General Fund Base Budget Revenues

Assuming continuation of the current primary property tax rate of \$3.3133, projected Fiscal Year 2011/2012 base budget revenues and operating transfers to the General Fund total \$457,097,087. This is a \$23,661,509 or 4.9 percent decrease from 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 2011/12 base budget General Government revenues from all other sources is \$135,088,882, which is a \$2,613,999 or 1.9 percent increase from the current Adopted Budget. Though a slight increase is projected, General Government revenues other than property taxes will still be \$29,137,427 or 17.7 percent less than its Fiscal Year 2006/07 peak of \$164,226,309. The largest revenue stream in this category, state shared sales tax, is projected to increase by \$3,228,700 or 3.8 percent to \$86,228,700. This modest increase reflects a projected slow economic recovery with only slightly improved consumer spending. This estimate also reflects the reduction to the County's allocation of sales taxes, pursuant to statutory formula, that will result from the less than anticipated population of the County as reported by the decennial census. At its peak in Fiscal Year 2006/07 the County received \$106,932,435 or \$20,703,735 more sales tax than is projected for next fiscal year.

Partially offsetting the increase in sales tax revenues is a projected decrease in the Vehicle License Tax of \$1,445,000 or 5.8 percent. This results from anticipated new vehicle sales and population growth that will be insufficient to offset the decreasing value of existing vehicles. The total decrease in Vehicle License Tax received by the County from four years ago is \$3,910,668 or 14.4 percent.

Other significant adjustments within this category of revenues include a projected decrease of \$366,580 in interest from short-term investment of cash resulting from extra ordinarily low short-term rates and a \$185,000 increase in Federal Payments in Lieu of Taxes (PILT).

2. Primary Property Tax Revenues

The Preliminary Primary Net Assessed Value for Fiscal Year 2011/12 totals \$8,310,120,212. This is a net \$629,527,048 or 7.04 percent decrease from the current year. The Primary Net Assessed Value of the County experienced a net 0.51 percent decrease in the current year which was the first decrease in the primary property tax base since 1993. For next fiscal year the market value of existing property in the County will decrease by over 8 percent, however, this will be partially offset by an increase of 1.33 percent as a result of new construction added to the tax base. This contraction of the property tax base is expected to continue. In Fiscal Year 2012/13 the Net Assessed Value is projected to decline by 5.1 percent.

Because the primary tax base will decrease next fiscal year, use of the current year's tax rate will result in a levy amount which is less than the current year's. Assuming the same primary rate as this year of \$3.3133 per \$100 of assessed value, the primary levy would be \$275,339,213. This is \$20,858,120 less than the amount levied in this year's Adopted Budget.

State Truth in Taxation statutes determine what the County's revenue neutral primary property tax levy is each year. A neutral levy and corresponding tax rate is defined as the previous year's levy plus additions to the tax base from new construction. This statutory benchmark is more restrictive than the County's Levy Limit imposed by the Arizona Constitution which is indexed to reflect a modest annual rate of inflation of 2 percent. The County would have to increase the primary property tax rate in order to reach a neutral levy. Pursuant to statute the County's neutral primary rate is \$3.6117 or 29.84 cents higher than this year's rate. The resulting neutral primary levy is \$24,797,399 or 9 percent greater than the levy produced by the current year's rate.

The Primary Levy Limit imposed by the Arizona Constitution, which affords an annual increase of 2 percent to account for inflation, allows the County's primary rate to be increased to \$4.0410 or 72.77 cents higher than the current year's rate. The resulting constitutionally capped levy is \$60,472,744 or 22 percent greater than the levy produced by the current rate.

Table 2 below compares the current and possible primary property tax rates and corresponding levies for Fiscal Year 2011/12.

Table 2
Current and Possible Primary Property Tax Rates
and Levies for Fiscal Year 2011/12

	<u>Rate per \$100 of Assessed Value</u>	<u>Difference</u>	<u>Levy</u>	<u>Difference</u>
Fiscal Year 2010/11	\$3.3133		\$296,197,333	
Fiscal Year 2011/12				
• Current Rate	\$3.3133	0	\$275,339,213	\$20,858,120 (<u>less</u> than last year)
• Truth in Taxation Neutral Levy	\$3.6117	+ \$29.84 cents	\$300,136,612	\$24,797,399 (<u>more</u> than current rate this year)
• Constitutionally Capped Levy Limit	\$4.0410	+ \$72.77 cents	\$335,811,957	\$60,472,744 (<u>more</u> than current rate this year)

In addition to collection of current year property taxes, the County also receives revenue from the payment of delinquent property taxes from prior years and associated interest and penalties. Together with the projected primary property tax collections next year, assuming continuation of the existing rate of \$3.3133, the total base property tax revenues projected for Fiscal Year 2011/12 are \$278,947,636. This amount is \$22,424,999 less than the total primary property tax revenues adopted in this year's Budget.

3. Departmental Revenues

Base budget General Fund revenues from departments and operating transfers-in for Fiscal Year 2011/12 are projected to be \$43,060,569. This is a \$3,850,509 or 8.2 percent decrease from the current year's Budget. Departmental revenues have declined by a total of \$33,595,713 over the past four years when the economic recession began.

Next year's projections for these revenues continue to reflect a severe contraction in local economic activity. The most significant reduction in departmental revenues is a projected decrease next year of \$2,228,226 or 54.3 percent from photo traffic enforcement as a result of substantially less violations occurring at these locations in the unincorporated area of the County. Other significant reductions are projected for correctional housing revenues from municipalities and the volume of fees received by Natural Resources, Parks and Recreation.

B. General Fund Base Budget Expenditures

The amount required to fund General Fund supported base budgets for both departmental expenditures and transfers-out is \$465,282,329, which is \$69,109,661 or 12.9 percent less than the current year's budget. 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.

Since the economic recession began more than three years ago, a series of across-the-board reductions in departmental budgets have been implemented. This trend was continued in the development of this Recommended Budget by reducing the base expenditures of most departments by an additional 1.5 percent with the exception of law enforcement functions which were reduced by only 0.5 percent. To correspond with these internal reductions, the recommended base appropriation for allocation to outside agencies has been reduced by 1.5 percent or \$53,153 to a total of \$3,490,385.

Collectively over three years, these actions have reduced General Fund expenditures substantially. The cumulative reduction in departmental budgets during this time has been approximately 11.5 percent, except the Sheriff's Office which has been reduced by 2.5 percent.

Significant components within base budget expenditures include:

- \$8,290,172 to fund cost shifts to Pima County's General Fund enacted in the State of Arizona's Fiscal Year 2011/12 Budget.
- \$239,252,684 or 51.4 percent of General Fund expenditures for Justice and Law Enforcement functions.
- \$67,910,174 for mandated payments to fund state programs for indigent acute, long-term, and mental health, including a \$6,498,768 increase next year in the County's required contribution to fund the Arizona Long Term Care System.
- \$10,796,754 for adult and juvenile detention health care.
- \$1,934,526 for the cost of the 2012 Presidential Preference Election.
- \$72,319,155 for employee benefits including \$28,288,139 for employer contributions to the six different state retirement systems in which various employee groups and officials participate.

- \$2,893,310 for additional motor pool costs including the increased cost of fuel.
- \$744,994 in the Board of Supervisors' Contingency Fund, which reflects the 1.5 percent reduction used in developing the Recommended Budget.

In addition, included in base expenditures are continued subsidies to three Non-General Fund funds. It has been the policy of the Board of Supervisors for many years to not allow deficits in Non-General Fund funds of the County to rollover from year-to-year on a long-term basis. Such accumulated deficits ultimately become liabilities on the General Fund and undermine the fiscal stability and integrity of the County.

In the current year's adopted Budget a total of \$4,500,000 was appropriated to subsidize the operations of these three funds in the following amounts: Solid Waste Services - \$1,500,000, Development Services - \$1,500,000, and Stadium District - \$1,500,000. The need for these subsidies has in large part been caused by the effect of the economic recession on revenues to these funds and, in the case of the Stadium District, termination of agreements for Spring Training by Major League Baseball teams.

Based on the current financial position of these funds, the total subsidy included in recommended General Fund base expenditures for Fiscal Year 2011/12 is \$3,300,000 allocated as follows: Solid Waste Services - \$800,000, Development Services - \$1,000,000, and Stadium District - \$1,500,000.

V. Recommended Adjustment to General Fund Base Revenues

As discussed in Section IV above, projected base revenues of \$457,097,087 are \$8,185,242 less than are required to fund projected base expenditures of \$465,282,329.

Pima County has, since the current economic recession began, taken actions necessary to operate with substantially reduced resources while continuing to provide mandated and essential services to the community. Budgeted General Fund property tax, sales tax, Vehicle License Tax and fee revenues have all declined substantially since Fiscal Year 2008/09. Despite this challenge, the Board of Supervisors has reduced the primary property tax rate by almost 29 cents over the past three adopted budgets. This reduction in the rate is equal to \$23,031,053 of annual primary property tax relief that has been afforded homes and businesses in the County during this economic recession. Collectively during this three year period property tax relief totals \$69,092,858.

In order to do this, General Fund expenditures have been correspondingly reduced. Countywide, employees, or fulltime equivalent positions, have been reduced by 752 or over 9 percent of our workforce. Most General Fund departments have had their budgets reduced by almost 12 percent. These reductions have occurred during a time of

significantly increased service demand from the community as it struggles with a troubled local economy. Pima County is doing more with less.

Notwithstanding these efforts to manage through these budgetary challenges and afford property tax relief to the community, General Fund revenues fall short of the amount needed to fund these reduced expenditures by \$8,185,242. The amount of direct General Fund cost shifts to the County enacted by the State in its Fiscal Year 2011/12 Budget is \$8,290,172. This is in addition to numerous revenue reductions and fund sweeps by the State affecting Pima County next fiscal year.

The County's General Fund deficit represents the State's decision to use the 15 local tax bases of counties, rather than its own statewide tax base, to balance a portion of the State's Budget. Pima County's current tax rate is \$3.3133 per \$100 of assessed value. The revenue neutral rate pursuant to the statutory Truth in Taxation requirements is \$3.6117. The permissible rate allowed by the Levy Limit in the Arizona Constitution is \$4.0410. The rate necessary to collect the \$8,185,242 deficit caused by State cost shifts is \$3.4178 or a 0.1045 increase from the Fiscal Year 2010/11 rate.

I recommend that for Fiscal Year 2011/12 this 10.45 cent primary levy on behalf of the State of Arizona be added to the County's primary levy at the current rate of \$3.3133 for a total primary property tax rate of 3.4178 per \$100 of assessed value. All of the proceeds from this 10.45 cent increase in the current primary rate will be used to assist the State of Arizona in balancing its Fiscal Year 2011/12 Budget. Notwithstanding this assistance to the State, the resulting total levy of \$284,023,289 will reduce primary property taxes by \$12,174,044 from the current year.

VI. The Overall Budget

A. Special Districts and Debt Service

1. County Library District

The Library District is funded by a dedicated secondary property tax and serves the entire County. It operates twenty-six branches, provides half the funding for one affiliate branch in the Town of Oro Valley, operates a Book Mobile serving numerous remote locations, and maintains deposit collections at the Pima County Jail and the Juvenile Detention Center. The District has 278 permanent and 110 intermittent positions and occupies 344,250 square feet of library space.

The District provides numerous community services, including tax preparation assistance, voter registration, computer instruction, homework help for students, and most recently, in collaboration with Pima County One Stop, special assistance for the unemployed and job seekers. The Library has a collection of 1.4 million catalogued items, provides 700 computers for public use, and annually has over 1.4 million visits. Community groups use library meeting facilities to

hold meetings and as gathering places where people interact and share information.

The District partners with many community organizations to provide educational opportunities to the public. The Library is a member of the Literacy for Life Coalition which promotes collaboration between businesses, government, educational organizations, the media and non-profits to create a culture of literacy. The Library offers tutoring, homework help, language instruction, GED test preparation, book clubs, and many educational programs for children and adults. The Library is a partner in the Tucson Festival of Books celebrating reading, authors and books. These efforts contribute to economic development and the quality of life in Pima County.

The total Fiscal Year 2011/12 Recommended Budget for operating costs, grants and operating transfers-out is \$32,289,958 which is a \$2,518,680 decrease from the current year's budgeted amount. This includes decreases in funding for book collections, building maintenance costs and a \$519,430 decrease resulting from a directed 1.5 percent budget reduction. These decreases are partially offset by a \$77,362 operating transfer to the Debt Service Fund for the District's share of the 2010 Certificates of Participation debt service.

The recommended Library District property tax rate for Fiscal Year 2011/12 is \$0.3460 per \$100 of assessed value. This is an increase of \$0.0360 from the Fiscal Year 2010/11 rate of \$0.3100 and is revenue neutral as defined by State statute in that it offsets a reduction in the secondary net assessed value of 9.2 percent. This tax rate is projected to provide \$29,044,489 million in revenues that will be supplemented by \$1,406,000 from fines, interest, grants and miscellaneous revenue, and \$1,839,469 from the Library District fund balance in order to meet the recommended overall budget of \$32,289,958.

2. Debt Service Fund

The total recommended Fiscal Year 2011/12 Debt Service Fund budget is \$100,824,209, a \$5,453,346 decrease from the current fiscal year. The Debt Service Fund includes payments on the County's General Obligation debt, the Street and Highway Revenue Bond debt, and Certificates of Participation debt, all of which are long-term debt.

- **General Obligation Debt Service**

The County's General Obligation debt service is funded with a secondary property tax rate. The recommended General Obligation debt service of \$71,180,570 will fund existing debt service, as well as debt service on a proposed \$60,000,000 bond sale expected to occur in the spring of 2012.

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. The County has several major capital improvement projects this fiscal year, including the Justice Court/Municipal Court Complex, the communications emergency operations center, the regional public safety radio system (PCWIN), and various neighborhood reinvestment and park improvement projects and expects to issue \$60,000,000 of new debt in Fiscal Year 2011/12.

The County manages the issuance of its debt to provide timely, adequate funding to maintain the on-going capital improvement program. In order to properly time the issuance of debt to minimize outstanding balances and manage the level of debt service to avoid significant spikes in payments in any year, the County generally issues debt on an annual basis for General Obligation Bonds and for Sewer Revenue debt, and bi-annually for Street and Highway Revenue bonds.

With the expected decrease in net secondary assessed values in the coming years, and the need to continue to fund projects from the 2004 and 2006 General Obligation bond authorizations, the debt service rate needs to increase by \$0.0300 for Fiscal Year 2011/12 in order to sufficiently finance current capital projects. This increase in the rate will generate Fiscal Year 2011/12 net tax levy revenues of \$65,603,403, a \$3,167,898 decrease from Fiscal Year 2010/11 and will enable the County to continue with the construction of the capital program.

I recommend that the General Obligation Debt Service tax rate be increased to \$0.7800 per \$100 of assessed value for Fiscal Year 2011/12, an increase of \$0.0300 from this year's rate of \$0.7500.

- **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 Fund (HURF) revenues the Transportation Department receives from the State of Arizona. The recommended Street and Highway Revenue bond debt service for Fiscal Year 2011/12 of \$16,409,574 will fund existing debt service, as well as debt service on a proposed \$6,000,000 bond sale expected to occur in the spring of 2012.

- **Certificates of Participation Debt Service**

The Certificates of Participation debt service includes the Certificates of Participation (COPs) issued for the Jail Facility, the COPs issued in 2007 for the Bank of America Building, the COPs issued 2009 to fund short-term cash flow requirements affecting the construction of sewer projects, and the COPs issued in 2010 to finance the PimaCore project for the acquisition of a countywide resource management system. Beginning in Fiscal Year 2011/12, the debt service payments for the 2007 Certificates of Participation and for the Jail Facility, totaling \$5,917,085, which had previously been recorded in the General Fund will be recorded in the Debt Service Fund. The recommended debt service of \$13,234,065 will fund existing debt service. A proposed \$37,000,000 sale is scheduled for spring of 2012, if necessary, to fund construction of the Justice Court/Municipal Court Complex and to fund construction of Fleet Services improvements.

3. Regional Flood Control District

The recommended operating budget for the Regional Flood Control District is \$12,043,950, which is \$183,410 lower than the current fiscal year budget and represents a 1.5 percent budget reduction. Also recommended are operating transfers of \$14,056,214 including \$14,005,988 to the Capital Projects Fund and \$50,226 to the Debt Service Fund for the department's share of debt service on Certificates of Participation issued in 2010. This is an increase of \$6,056,214 in operating transfers from the current fiscal year.

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 contiguous to existing watersheds within the County. These land acquisitions serve the dual purpose of protecting existing riparian habitat corridors and preventing future flood damages.

I recommend that the Regional Flood Control District's tax rate be maintained at \$0.2635 per \$100 of assessed value. Overall projected revenues are \$20,418,768 for Fiscal Year 2011/12, which is a decrease of \$2,052,675 from the current fiscal year. This reduction reflects the continuing impact of the ongoing decrease in the District's Secondary Net Assessed Value which will contract by 10.10 percent in Fiscal Year 2011/12.

4. Stadium District

Funding for the Stadium District comes from four main 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 Pima County; and revenue from baseball and other events scheduled at Kino Veterans Memorial Stadium. The recession has severely reduced tourist and recreational activities resulting in an approximate 33 percent decline in revenue over the past four years from the hotel/motel, car rental and recreational vehicle taxes.

The loss of Major League spring training has had a profound impact on the District's finances. In 2008, the Chicago White Sox notified the County that they were relocating their spring training activities to a new stadium in Glendale, Arizona. Also in 2008, the Tucson Sidewinders announced that they were relocating to Reno, Nevada effective spring 2009. Finally, in the spring of 2011, the Arizona Diamondbacks relocated to a new stadium in Scottsdale, Arizona. One positive development is that the San Diego Padres minor league affiliate, the Tucson Padres, have temporarily relocated to Kino Veterans Memorial Stadium while awaiting the completion of their new facility in California. This move is projected to add \$153,000 in revenue for the District in the next fiscal year.

In November 2008, the Board of Supervisors, acting as the Stadium District Board, approved a termination of contract agreement that included a one-time, \$5 million settlement payment by the Chicago White Sox to the County. It was the intent of the Board that the \$5 million be used, in part, for capital and operating improvements to the Stadium that will help the District to transfer to new uses in the future.

Efforts to identify alternate major league occupants have not been successful. As a result, the Stadium is being marketed as a venue for youth and amateur baseball tournaments, community and tournament use for a variety of other sports, and possibly as a spring training site for one or more Japanese or other foreign major league baseball teams.

The loss of Major League Baseball coupled with the economic downturn has resulted in the need to take actions to maintain the financial stability of the Stadium District. During Fiscal Year 2010/11, revenues are projected to be insufficient to cover the Stadium's operating, maintenance and debt service costs requiring the substantial use of the existing fund balance. Consequently, the budgeted subsidy of \$1,500,000 will necessarily be transferred from the General Fund this fiscal year. The District's 2011/12 budget for operating, maintenance and debt service paid to the General Fund is slightly reduced at \$7,303,193. Revenues and operating transfers into the District of \$5,058,494 and remaining fund balance will not cover the entire recommended budget amount. Therefore, as discussed in Section IV(B) above, I am recommending that the General Fund

continue to set aside \$1,500,000 to subsidize the Stadium District in Fiscal Year 2011/12.

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

As set forth in Table 3 below, the Fiscal Year 2011/12 recommended Capital Improvement Plan of \$457,450,232 consists of the Capital Projects Fund Budget of \$215,088,008 and the Capital Projects of Regional Wastewater Reclamation at \$238,636,349, Telecommunications at \$2,078,000, and Fleet Services at \$1,647,875. A complete list of projects for the Recommended Capital Improvement Plan is included in the Capital Projects section of this Recommended Budget Book.

Table 3
Recommended Fiscal Year 2011/12 Capital Projects Fund Budget
and Capital Improvement Plan Budget

<u>Capital Improvement Plan</u> <u>Capital Projects Fund</u>	<u>FY 2010/11</u> <u>Bond and Non-</u> <u>Bond Project</u> <u>Budgets</u>	<u>FY 2011/12</u> <u>Bond and Non-</u> <u>Bond Project</u> <u>Budgets</u>	<u>Difference</u>	<u>1997 Bonds</u>	<u>2004/2006</u> <u>Bonds</u>	<u>Non-Bonds</u>
Facilities Management	\$ 39,681,788	\$ 67,190,735	\$27,508,947	\$ 33,750	\$ 43,936,125	\$ 23,220,860
Transportation	77,371,716	59,099,509	(18,272,207)	2,395,949	-	56,703,560
Sheriff's Department	13,817,554	26,561,383	12,743,829	-	24,780,055	1,781,328
Regional Flood Control	19,032,132	20,973,632	1,941,500	816,816	3,577,920	16,578,896
Open Space	5,329,505	12,290,824	6,961,319	234,530	5,823,744	6,232,550
Parks and Recreation	17,143,494	12,132,559	(5,010,935)	332,403	11,800,156	-
Finance and Risk Management	11,900,000	5,991,216	(5,908,784)	-	-	5,991,216
Community Development	8,304,506	5,048,550	(3,255,956)	50,000	4,813,635	184,915
Cultural Resources	2,334,470	2,674,225	339,755	30,000	2,155,218	489,007
Information Technology	1,390,436	2,528,696	1,138,260	-	-	2,528,696
Solid Waste Management	1,836,041	596,679	(1,239,362)	576,679	20,000	-
Stadium District	560,000	-	(560,000)	-	-	-
Total Capital Projects Fund	\$198,701,642	\$215,088,008	\$16,386,366	\$4,470,127	\$96,906,853	\$113,711,028
Regional Wastewater Reclamation	\$170,487,957	\$238,636,349	\$68,148,392	\$ -	\$ -	\$238,636,349
Communications	1,965,500	2,078,000	112,500	-	-	2,078,000
Fleet Services	440,000	1,647,875	1,207,875	-	-	1,647,875
Total Capital Improvement Plan	\$371,595,099	\$457,450,232	\$85,855,133	\$4,470,127	\$96,906,853	\$356,073,252

1. Capital Projects Fund Budget

The recommended \$215,088,008 Capital Projects Fund Budget for Fiscal Year 2011/12 is an increase of \$16,386,366 from the current year's budget of \$198,701,642.

Of the total Capital Projects Fund, \$4,470,127 is funded through 1997 bonds, \$96,906,853 is funded through 2004/2006 bonds, and the remaining \$113,711,028 is funded through other non-bond sources.

The major budgeted projects for Fiscal Year 2011/12, funded primarily with 2004/2006 General Obligation Bonds, include \$27.2 million for the Justice Court/Municipal Court Complex, \$17.1 million for the Communications Emergency Operations Center, \$8.5 million for the new courtrooms for the Superior Court, and \$6.1 million for the Regional Public Safety Communications System. The budget for the New Justice Court/Municipal Court Complex is \$36 million and is funded with \$27.2 million in General Obligation Bonds and \$8.8 million in Certificates of Participation.

The Department of Transportation has four major projects included in the Fiscal Year 2011/12 Budget. The Magee Road/Cortaro Farms Road: Mona Lisa to La Canada project is budgeted for \$8.5 million and is funded primarily with the Regional Transportation Authority (RTA) Sales Tax. The La Canada Drive: Ina Road to River Road project is budgeted for \$6.7 million, funded with \$2 million RTA Sales Tax and \$4.7 million from Federal Surface Transportation Funds. The La Cholla Boulevard: Magee Road to Overton Road project is budgeted for \$6.5 million, funded with \$4.9 million in RTA Sales Tax and \$1.6 million in Impact Fees. The Magee Road/Cortaro Farms Road: Corridor Study and Thornydale Road to Mona Lisa project is budgeted for \$5.7 million and is funded with Urban HURF.

2. Regional Wastewater Reclamation Capital Budget

The Fiscal Year 2011/12 recommended capital budget for the Regional Wastewater Reclamation Department (RWRD) is \$238,636,349, an increase of \$68,148,392 from Fiscal Year 2010/11. The Fiscal Year 2011/12 Capital Program is planned to be funded primarily with RWRD Obligations with an additional \$400,000 from Federal Grants. Multiple projects in the Regional Optimization Master Plan (ROMP) total \$161.9 million, two Ina Road WPCF Biosolids Facilities Improvement projects are budgeted for a total of \$26.3 million, the Santa Cruz Interceptor Phase III is budgeted for \$6.6 million, and the Central Laboratory is budgeted for \$10.2 million.

3. Telecommunications Capital Budget

The Fiscal Year 2011/12 recommended capital budget for Telecommunications is \$2,078,000, an increase of \$112,500 from Fiscal Year 2010/11. The budget includes \$1.5 million for the downtown telephone switch replacement/upgrade including relocation of all telephone switch (PBX) equipment and support facilities from the Old Courts building, and upgrade of voice mail/call processing systems. This will be paid for using the accumulated fund balance in the Telecommunications Internal Service Fund.

4. Fleet Services Capital Budget

The Fiscal Year 2011/12 recommended capital budget for Fleet Services totals \$1,647,875, an increase of \$1,207,875 from Fiscal Year 2010/11. It includes \$1.5 million for the new Fleet Services Facility that will be funded through Certificates of Participation.

C. Combined Total County Budget

1. Combined County Property Tax Levy and Rate

The combined primary and secondary property taxes levied by the County fund 31 percent of the total County Recommended Budget expenditures. These are the only County revenues over which the Board of Supervisors has substantial control. The remainder of the County Budget is supported almost entirely by charges for services and intergovernmental revenues, primarily state revenue sharing and grants.

For only the second time in the last 18 years the value of the County's property tax base will decrease next fiscal year. Consequently, the rates recommended in the sections above will be applied to a primary tax base that is 7.04 percent less than the current year's base and a secondary tax base that is 9.21 percent less. The result is that the recommended combined County property tax levy will decrease by \$17,967,908, which is 4.03 percent less than the current year levy as set forth in Table 4 below.

Table 4
Combined County Property Tax Levy

	<u>FY 2010/11</u> <u>Adopted Levies</u>	<u>FY 2011/12</u> <u>Recommended</u> <u>Levies</u>	<u>Difference</u>
Primary	\$296,197,333	\$284,023,289	(\$12,174,044)
Library District	28,961,940	29,347,550	385,610
Debt Service	70,069,209	66,159,216	(3,909,993)
Flood Control District	22,474,309	20,204,828	(2,269,481)
TOTAL	\$417,702,791	\$399,734,883	(\$17,967,908)

As discussed in Section V above, it is recommended that the primary property tax rate which supports the County General Fund increase \$0.1045 to \$3.4178. This 10.45 cent increase from the current primary rate represents a State Assistance Property Tax Levy. The proceeds will be used to help the State

balance its Fiscal Year 2011/12 Budget. Also, recommended is an increase of \$0.0300 in the Debt Service rate to \$0.7800, as well as an increase of \$0.0360 in the Library District rate to \$0.3460. The Flood Control District rate is recommended to remain the same at \$0.2635.

The result of these recommendations is a total increase in the combined County property tax rate of \$0.1705 from this year's rate of \$4.6368 to \$4.8073.

Table 5
Combined County Property Tax Rates

	<u>FY 2010/11</u>	<u>FY 2011/12</u>	
	<u>Adopted Rates</u>	<u>Recommended</u>	<u>Difference</u>
		<u>Rates</u>	
Primary	\$3.3133	\$3.4178	\$0.1045
Library District	0.3100	0.3460	0.0360
Debt Service	0.7500	0.7800	0.0300
Flood Control District	0.2635	0.2635	0
TOTAL	\$4.6368	\$4.8073	\$0.1705

2. Combined County Budget

The combined Recommended County Budget, reflected in the budget schedules and departmental budget summaries following this memorandum, is \$1,295,466,922. This is a \$136,430,147 or 9.53 percent decrease from the Fiscal Year 2010/11 Adopted Budget.

Specific significant decreases in the overall County budget include:

- \$136,907,267 in the Pima Health System Fund as the County transferred its operation of the Arizona Long Term Care (ALTCS) and Arizona Health Care Cost Containment System (AHCCCS) contracts under an agreement with Bridgeway Health Services. Pima County's contracts with the State expire on September 30, 2011.
- \$6,307,794 in the Public Health Fund primarily due to a reduction in the Communities Putting Prevention to Work federal stimulus grant of \$3,643,203 and transfer of the Office of Emergency Management and Homeland Security operating and grant budgets to other funds within the County budget.
- \$5,453,346 in the Debt Service Fund as discussed in Section VI(A)(2) above.

- \$4,180,094 in net Sheriff's Grants which reflects decreases in funding for Department of Homeland Security grants for the PCWIN Project – Regional Public Safety Communications System of \$5,043,658 and which was partially offset by \$1,375,000 of other Arizona Department of Homeland Security grants.
- \$2,577,401 net reduction in the Employment and Training Grants due to a decrease in federal American Recovery and Reinvestment Act stimulus grants for job training and community assistance, that were partially offset by two new federal grants from the Department of Labor and Health and Human Services.
- \$2,596,042 in the County Free Library operating and grant expenditures as discussed in Section VI(A)(1) above.

Partially offsetting these decreases are the following increases:

- \$16,386,366 increase in the Capital Projects Fund as discussed in Section VI(B) above.
- \$8,744,918 increase in the Regional Wastewater Reclamation Fund primarily due to increases in the debt service costs.
- \$2,596,685 in the new Pima Health System Transition Fund to be used for claims processing and other expenses related to the expiring ALTCS and AHCCCS contracts after September 30, 2011.

CHH/dr



MEMORANDUM

Date: May 11, 2011

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

From: C.H. Huckelberry
County Administrator

A handwritten signature in dark ink, appearing to be "CHH", is written over the printed name "C.H. Huckelberry".

Re: Tentative Budget Adoption – Fiscal Year 2011/12

As part of the Tentative Budget Adoption process for Fiscal Year (FY) 2011/12, I am providing two additional pieces of information. We have previously transmitted a great deal of information regarding the need to maintain a significant positive fund balance to guard against continuing State fund transfers and continued reduction of the property tax base as a result of the contraction in real estate values within Pima County.

First, with respect to State transfers, as referenced in my budget transmittal memorandum, the State has already enacted into law the obligation of Pima County to provide housing for State prisoners sentenced to one year or less in the Arizona Prison System. This will result in a significant increased burden on the Pima County Adult Detention Center and, hence, our cost. The County Supervisors Association originally estimated this cost impact to be in the vicinity of \$7 million. We are currently researching and evaluating the cost impact of this State cost shift, but it will be significant even if we have the additional capacity at the Adult Detention Center. This cost transfer will impact the FY 2012/13 budget as of July 1, 2012.

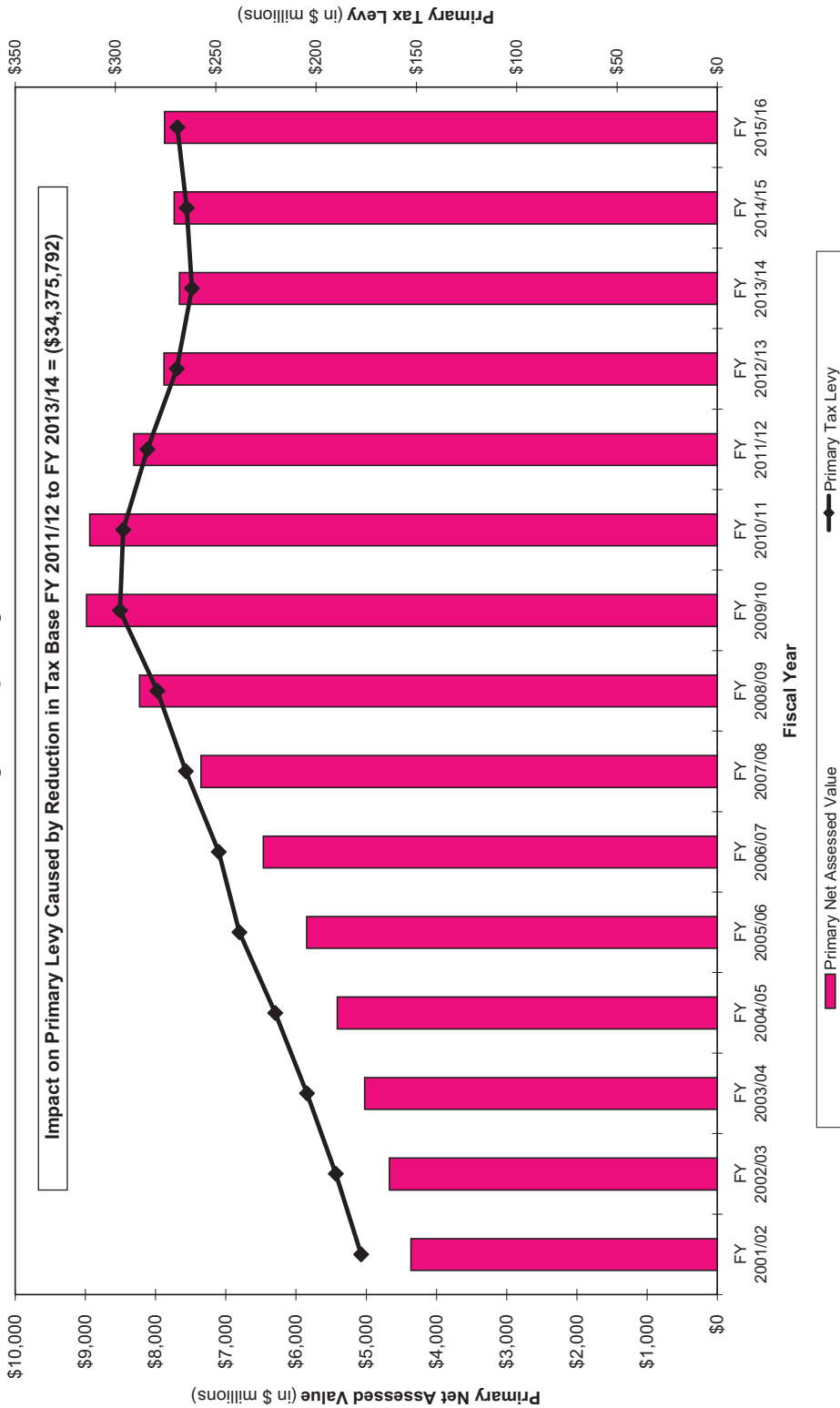
In addition, I am enclosing a chart illustrating the revenue losses associated with the forecasted continued decrease in the property tax base in Pima County due to declining real estate values. This chart, which shows the forecasted position of the aggregate primary net assessed value for future years, indicates that for the next two fiscal years (FYs 2012/13 and 2013/14), values will continue to decline. The aggregate loss of tax base from holding rates constant at the recommended rate for FY 2011/12 results in a \$34.4 million loss in primary property tax levy. This is a significant loss in property tax levy over the anticipated period of continued property tax base decline.

It is primarily for these two reasons I have recommended to the Board that the budgeted year ending fund balance be increased from \$24,040,215 to \$37,383,844. I believe it would be fiscally imprudent to reduce this amount given the already enacted into law State prisoner cost transfer for next year and the continued contraction of the property tax base.

CHH/mjk
Attachment

c: Martin Willett, Chief Deputy County Administrator
Tom Burke, Director, Finance and Risk Management
Robert Johnson, Budget Manager, Finance and Risk Management

Primary Property Tax

[illegible]

Note: Forecast beyond FY 2012/13 includes impact of reduced assessment ratio for commercial property but not impacts from change in business personal property exemption and increased depreciation for business personal property as enacted by Laws 2011, Second Special Session, Chapter 1 (HB2001 "Arizona commerce authority; business incentives").



Board of Supervisors Memorandum

May 17, 2011

Tentative Budget Adoption: Fiscal Year 2011/12

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 21, 2011, 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 29, 2011, I propose the following adjustments to the original recommendations:

General Fund

Seven General Fund departments have submitted requests to carry forward current year's appropriations that will not be fully expended this year: The Juvenile Court requests \$210,956 for various facilities related projects; the County Attorney requests \$200,000 to purchase information technology-related equipment and software in accordance with the department's Automation Plan; the Superior Court requests \$119,535 to complete the remodeling of the first floor of the Court's building and other facilities related projects; Community Services, Employment and Training requests \$102,947 to complete the Board's Summer Internship Program; the Community Development and Neighborhood Conservation Department requests \$20,000 for costs associated with programs in the Pima County Housing Center; Community and Economic Development Administration requests \$16,275 for the final two payments to the United Way of Tucson and Southern Arizona for the Employee Combined Appeal; and the Superintendent of Schools requests \$4,445 for improvements to their fourth floor office in the Administration Building. These increases in next year's expenditures, totaling \$674,158, will be funded by an increase in beginning fund balance, and this amount will be placed in the Contingency Fund carry forward center.

The Natural Resources, Parks and Recreation budget has been adjusted upward by \$150,000. These dollars will be used to support components of the Tucson Mountain Park base budget that were previously paid for by the Starr Pass Environmental Enhancement Fund. This increase in expenditures will be funded by an equivalent increase

in the beginning fund balance identified subsequent to the submission of the Recommended Budget.

The effect of all of these adjustments is that the General Fund's Recommended Budget amount of \$490,951,663 will increase by \$824,158 to \$491,775,821.

Other County Funds

The Tentative Budget includes several adjustments to the Capital Improvement Program for Department of Transportation projects from those proposed in the Recommended Budget. Three significant projects were added to the Fiscal Year 2011/12 plan: Houghton Road: Interstate 10 to Tanque Verde (+ \$3,750,000); and Orange Grove: Camino de la Tierra to La Cholla (+ 3,700,000). At my request, the Department of Transportation also completed a review of their entire Fiscal Year 2011/12 capital improvement expenditures, and based on scheduling variables, some project budgets were increased while others were reduced from my initial recommendation. The net result of the increase in the three projects mentioned above plus other adjustments within the Capital Projects Fund is a \$6,071,452 increase from the recommended amount of \$215,088,008 to \$221,159,460. This increase in costs will be paid for primarily from the sale of 1997 Street and Highway Revenue Bonds. The adjustment, due to project timing within the Capital Improvement Program, will also result in a net reduction of \$2,494,519 of revenues for the Capital Projects Fund from the recommended amount. Most of these funds will be received in future years.

The Development Services Department's budgeted expenditures have been increased by \$39,790. This adjustment represents the addition of a temporary building inspector position in order to maintain service levels and avoid an increase in the number of inspections not performed on the scheduled date. The cost of this position will be paid from the fund's existing cash balance.

The effect of all of these adjustments is that the overall County Recommended Budget amount of \$1,295,466,922 will increase by \$6,935,400 to \$1,302,402,322.

Prior to final adoption of the Budget on June 21, 2011, 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 2011/2012 Budgets and Tax Rates

The table below outlines the budgets and tax rates that I recommend for Fiscal Year 2011/12. 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.

<u>Fiscal Year 2011/12 Budget</u>	<u>Budget</u>	<u>Tax Rate</u>
Total County Budget	\$1,302,402,322	\$3.4178
County Free Library District	32,212,596	0.3460
Flood Control District	12,043,950	0.2635
Debt Service	100,824,209	0.7800
Stadium District	4,282,940	-----

According to the Assessor, Pima County's neutral Fiscal Year 2011/12 Primary Levy will be \$300,136,612; the Primary Levy being recommended is \$284,023,289. 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. While the recommended budget contains a primary property tax rate 10.45 cents higher than the current year's rate, because of declining property values, the Recommended Budget will be under the neutral levy amount, and the County will not be required to issue a Truth in Taxation Notice and hold a Truth in Taxation public hearing for the second consecutive year. Since Fiscal Year 2006/07, the County has been required to issue a Truth in Taxation Notice and hold a Truth in Taxation Public Hearing only in Fiscal Year 2009/10.

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 to this memorandum.

Recommendation

I recommend the Board of Supervisors adopt the Tentative Budget for Fiscal Year 2011/12 as now recommended.

Respectfully submitted,


C.H. Huckelberry
County Administrator

CHH/mjk – May 11, 2011

Attachment

- c: Martin Willett, Chief Deputy County Administrator
Hank Atha, Deputy County Administrator for Community & Economic Development
John Bernal, Deputy County Administrator for Public Works
Dennis Douglas, Deputy County Administrator for Medical and Health Services
Jan Leshner, Interim Deputy County Administrator for Medical and Health Services
Sam Negri, Communications Director

Note: The final paragraph of this memorandum, Tentative Budget Adoption: Fiscal Year 2011/2012, May 17, 2011, makes reference to the publication of the Tentative Budget, “. . . in a format prescribed by the Arizona Auditor General” and indicates that the format is presented in the attachment. However, these pages, which show the estimates of revenues and expenditures/expenses, have been withdrawn, since they replicate the information provided in the section labeled State Reports. Please refer to the tab labeled State Reports for the estimates of revenues and expenditures/expenses.



Board of Supervisors Memorandum

June 21, 2011

Fiscal Year 2011/12 Final Budget Adoption

Background

The Fiscal Year (FY) 2011/12 Recommended Budget was transmitted to the Board on April 29, 2011. The Tentative Budget was adopted by the Board on May 17, 2011 as originally recommended, with the following exceptions:

- \$674,158 was added to the Contingency Fund to cover several fund carry-forward requests made by departments: the Juvenile Court requested \$210,956 for various facilities related projects; the County Attorney requested \$200,000 to purchase information technology-related equipment and software in accordance with the department's Automation Plan; the Superior Court requested \$119,535 to complete the remodeling of the first floor of the Courts building and other facilities related projects; Community Services, Employment and Training requested \$102,947 to complete the Board's Summer Internship Program; the Community Development and Neighborhood Conservation Department requested \$20,000 for costs associated with programs in the Pima County Housing Center; Community and Economic Development Administration requested \$16,275 for the final two payments to the United Way of Tucson and Southern Arizona for the Employee Combined Appeal Campaign; and the Superintendent of Schools requested \$4,445 for improvements to their fourth floor office in the Administration Building. These increases in next year's expenditures will be funded by an increase in the General Fund's beginning fund balance.
- \$150,000 of expenditure authority was added to the Natural Resources, Parks and Recreation budget to support components of the Tucson Mountain Park base budget that were previously paid for by the Starr Pass Environmental Enhancement Fund. This increase in expenditures will be funded by an equivalent increase in the General Fund's beginning fund balance identified subsequent to the submission of the Recommended Budget.
- \$6,071,452 of expenditure authority was added to the Capital Projects Fund for two additional Department of Transportation projects and adjustments to other Transportation projects based on a review of FY 2011/12 capital improvement expenditures. This increase in costs will be funded primarily from the sale of 1997 Street and Highway Revenue Bonds. This review also resulted in a net reduction of \$2,494,519 of revenues from the recommended amount.

- \$39,790 of expenditure authority was added to the Development Services Fund budget and represents the addition of a temporary building inspector position. The cost of this position will be paid from the fund's existing cash balance.

The net effect of these adjustments was to add \$6,935,400 to the original Recommended Budget, yielding the Tentative Adopted Budget amount of \$1,302,402,322. Adoption of the Tentative Budget served to set the maximum County expenditure ceiling.

Recommended Adjustments to the Tentative Budget

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

1. Community Performing Arts Center in Green Valley (CPAC). On June 6, 2011, I sent the Board information regarding purchasing the CPAC Foundation's furniture, fixtures and equipment (FF&E) located in the facility at their present value as such would be required if the County were to find another lessee for the facility. Purchasing the FF&E would be a one-time cost of up to \$170,000, not a recurring expense. As such, I recommend the Board reduce the budgeted ending General Fund Reserve of \$37,383,844 by \$170,000 to \$37,213,844 and place this amount in General Contingency for the purpose of this purchase. This budget action has a zero net effect on the overall County budgeted expenditures.
2. General Fund Supported Departments. Previously, \$2,243,180 had been included in the Non-departmental budget to cover the County's share of the increase in the cost of employee medical premiums. These funds have now been distributed to General Fund supported department budgets. This budget action has a zero net effect on the overall County budgeted expenditures.

After making the above adjustments, the overall Final Budget remains unchanged from the Tentative Adopted Budget of \$1,302,402,322.

Recommendation

Set forth below are the proposed Fiscal Year 2011/12 Final Budget amounts and Tax Rates.

Fiscal Year 2011/2012 Budget	Budget	Tax Rate
Total County Budget	\$1,302,402,322	\$3.4178
County Free Library District	32,212,596	0.3460
Regional Flood Control District	12,043,950	0.2635
Debt Service	100,824,209	0.7800
Stadium District	4,282,940	-----

The Honorable Chairman and Members, Pima County Board of Supervisors
Re: **Fiscal Year 2011/12 Final Budget Adoption**
June 21, 2011
Page 3

These amounts and rates are the same as those as resulting from the Board's action at adoption of the Tentative Budget and as recommended in this memorandum and reflected in the attached Arizona Auditor General prescribed schedules.

Sincerely,



C.H. Huckelberry
County Administrator

CHH/mjk – June 10, 2011

Attachments

- c: Martin Willett, Chief Deputy County Administrator
- Hank Atha, Deputy County Administrator for Community & Economic Development
- John Bernal, Deputy County Administrator for Public Works
- Jan Leshar, Deputy County Administrator for Medical and Health Services
- Tom Burke, Director, Finance and Risk Management
- Robert Johnson, 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 2009/2010 Through 2011/2012

Budget in Brief Fiscal Year 2011/2012

Adopted Full Time Equivalent Positions for Fiscal Years 2009/2010 Through 2011/2012

Pima County Capital Improvement Program Overview

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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
GOVERNMENTAL FUNDS	Governmental funds use the modified accrual basis of accounting, a current financial resource measurement focus. Governmental Funds are comprised of the following:	
General Fund	The General Fund is the County's principal financing vehicle for general government operations and for resources that are not required to be accounted for in another fund.	Funded largely by primary property tax revenue and state shared sales tax revenue.
Special Revenue Funds	Account for the proceeds of specific revenue sources (other than major capital projects) that are legally restricted to expenditures for specified purposes. Special Revenue Funds include the following:	
	• <u>Economic Development & 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.	Transient lodging excise (hotel/motel) tax revenues.
	• <u>Employment & 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.	Primarily Federal Government revenue.
	• <u>Environmental Quality</u> - Accounts for resources specifically identified to be expended for the protection of water, air, and land from pollutants.	Air quality inspection and application fees; revenues from alternate onsite disposal plans; and federal and state grants.
	• <u>Library District</u> – Accounts for resources used for the management and operation of the Pima County Free Library District.	Secondary property tax revenue.
	• <u>Health</u> - Accounts for resources used to finance activities involved in the conservation and improvement of public health, and various animal control functions.	Federal and state grants; charges for services provided; and operating transfers from the General Fund.

Fund Type	Description	Funding Source
GOVERNMENTAL FUNDS (cont'd)		
Special Revenue Funds (cont'd)		
	• <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.	Secondary property tax revenue.
	• <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.	Federal and state grants; private donations; Arizona Department of Education.
	• <u>Solid Waste Fund</u> – Accounts for resources used to provide solid waste disposal facilities and services and tire recycling services.	Landfill tipping fees; County share of state tax on new tire sales.
	• <u>Stadium District</u> – Accounts for resources specifically identified to be expended for the management and operation of Kino Stadium.	Car rental surcharge fees; recreational vehicle surcharge fees; hotel/motel bed taxes; and charges for services provided for special events.
	• <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.	County share of gasoline tax collected by state Highway User revenues; Vehicle License Tax revenues; and charges for services.
	• <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.	Federal and state grants. Antiracketeering funding is provided by court ordered forfeitures, diversion fees, and restitution payments.
Debt Service Fund	Accounts for the accumulation of resources for, and the payment of, long term debt principal and interest applicable to Governmental Funds. This fund manages the debt for 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 for payment of Certificates of Participation.

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

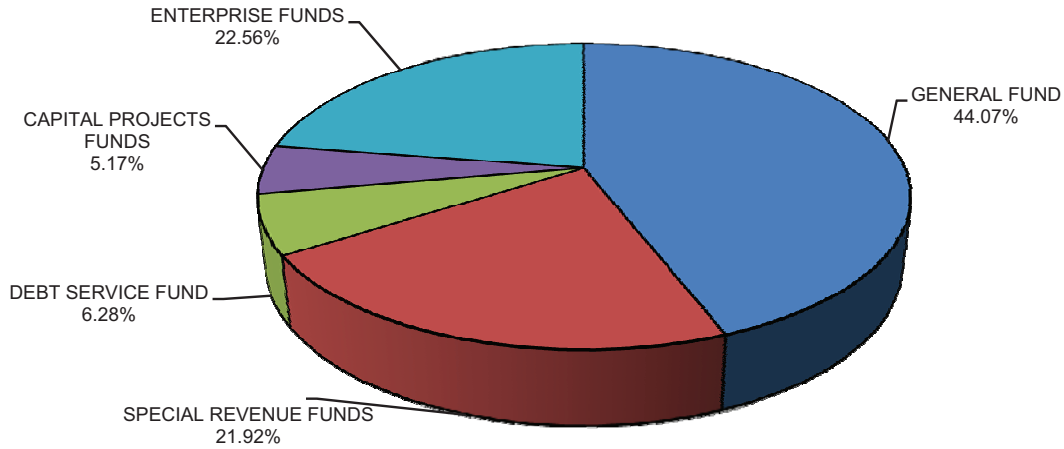
Fund Type	Description	Funding Source
Internal Service Funds	Account for the financing of goods or services provided by one department to other departments of the County on a cost reimbursement basis. Internal Service funds include the following:	
	• <u>Self Insurance Trust Fund</u> - Accounts for the 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 provides coverage for certain types of litigation.	Financed by charges to specific user departments and to the General Fund.
	• <u>Other Internal Service Funds</u> - Account for the acquisition, operation, and maintenance of automotive and telecommunications equipment used by County departments and for printing services provided to County departments.	Financed by fees and reimbursements charged to user departments.
FIDUCIARY FUNDS	Fiduciary funds do not include resources belonging to Pima County; therefore, they are not part of the County's budgeting process. The County does, however, have custodial responsibility for these funds and reports them in its Comprehensive Annual Financial Report.	
Agency Funds	Account for cash and investments held by the County on behalf of various fire districts, cities and towns, individuals, the state and other agencies. Also included are clearing funds for payroll and property taxes.	
Investment Trust Fund	Accounts for cash and investments held by the County on behalf of various school districts.	

SUBSIDIARY LEDGERS

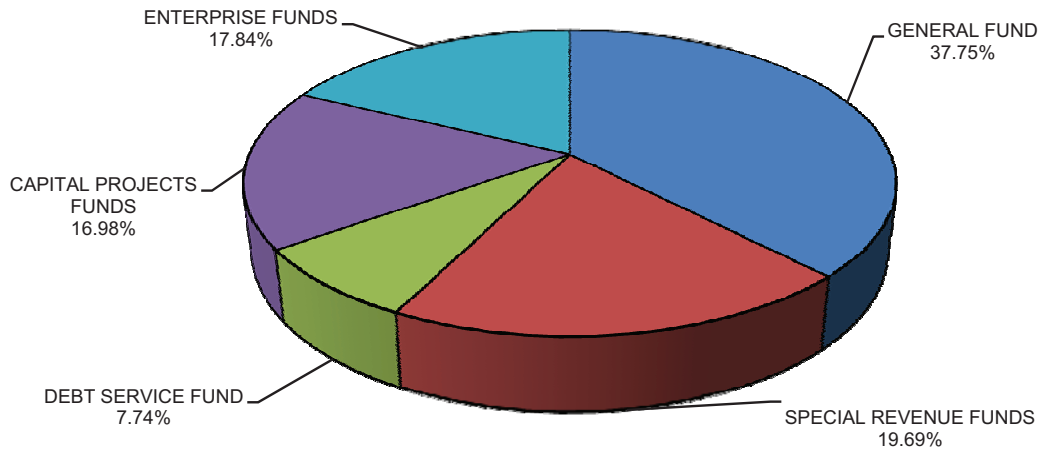
It should be noted that balances from the former General Fixed Asset Account Group and the General Long Term Debt Account Group are now considered subsidiary ledgers and are reported within the County's government-wide financial statements, as required by GASB 34.

CONSOLIDATED OVERVIEW OF COUNTY BUDGET BY FUND

REVENUES BY FUND

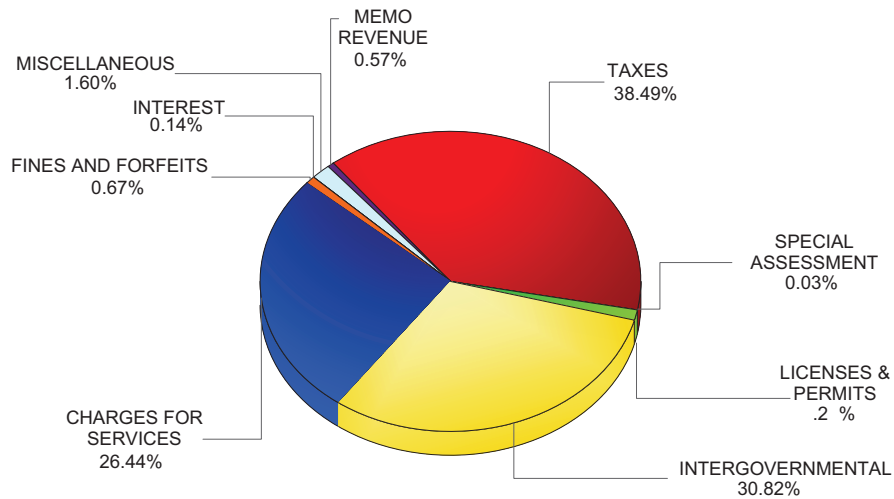


EXPENDITURES BY FUND

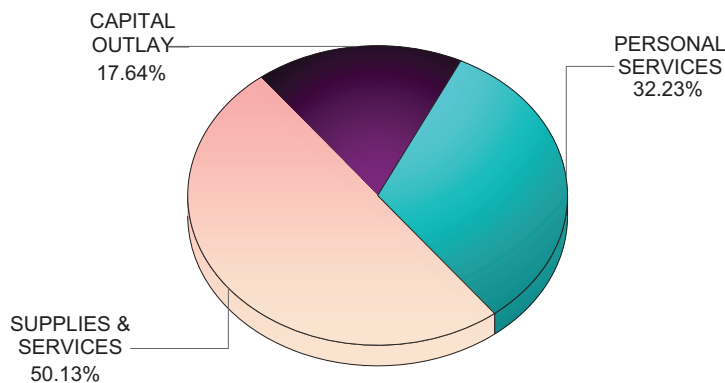


FUNDING SOURCES	EST. BEGINNING FUND BALANCE 2011/2012	ADOPTED REVENUES 2011/2012	ADOPTED EXPENDITURES 2011/2012	OTHER FINANCING SOURCES 2011/2012	INTERFUND TRANSFERS IN / (OUT)	ESTIMATED ENDING FUND BALANCE
GENERAL FUND	53,651,182	460,247,799	(491,653,455)	0	(22,245,526)	0
SPECIAL REVENUE FUNDS	115,142,359	228,869,089	(256,367,444)	0	(27,810,622)	59,833,382
DEBT SERVICE FUND	22,780,434	65,603,403	(100,824,209)	0	25,237,058	12,796,686
CAPITAL PROJECTS FUNDS	105,311,987	53,977,280	(221,159,460)	103,000,000	26,048,639	67,178,446
ENTERPRISE FUNDS	92,521,942	235,532,353	(232,397,754)	230,000,000	(1,090,606)	324,565,935

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

TOTAL COUNTY BUDGET BY SOURCE AND USE**REVENUES**

REVENUES	FY 2009/2010 ACTUAL	FY 2010/2011 REVISED	FY 2011/2012 ADOPTED
TAXES	423,442,764	420,814,770	401,959,038
SPECIAL ASSESSMENT	535,666	303,619	264,884
LICENSES & PERMITS	12,862,820	12,480,140	12,954,139
INTERGOVERNMENTAL	301,657,695	361,199,316	321,793,903
CHARGES FOR SERVICES	393,746,904	409,746,291	276,114,767
FINES AND FORFEITS	8,472,762	9,057,190	7,002,215
INTEREST	5,870,162	4,097,330	1,436,640
MISCELLANEOUS	23,557,196	17,991,732	16,704,338
MEMO REVENUE	8,428,302	10,000,000	6,000,000
	1,178,574,271	1,245,690,388	1,044,229,924

EXPENDITURES

EXPENDITURES	FY 2009/2010 ACTUAL	FY 2010/2011 REVISED	FY 2011/2012 ADOPTED
PERSONAL SERVICES	412,153,585	431,113,216	419,787,244
SUPPLIES & SERVICES	662,676,945	787,873,763	652,840,769
CAPITAL OUTLAY	141,807,041	212,910,090	229,774,309
	1,216,637,571	1,431,897,069	1,302,402,322

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

REVENUES & EXPENDITURES

FISCAL YEARS 2009/2010 - 2011/2012

	ACTUAL FY 2009/2010	REVISED FY 2010/2011	ESTIMATED FY 2010/2011	ADOPTED FY 2011/2012
GENERAL FUND				
REVENUE				
TAXES	304,440,927	301,397,635	300,355,594	287,132,878
LICENSES AND PERMITS	2,738,340	2,463,032	2,543,300	2,612,500
INTERGOVERNMENTAL	128,926,959	122,016,410	119,604,886	123,412,475
CHARGES FOR SERVICES	40,355,972	36,590,770	35,255,570	36,554,254
FINES AND FORFEITS	7,010,958	7,681,832	6,116,668	5,793,193
INTEREST	1,198,087	871,336	304,799	469,611
MISCELLANEOUS	4,868,210	4,526,932	4,727,394	4,272,888
MEMO REVENUE	203,364	0	0	0
TOTAL	489,742,817	475,547,947	468,908,211	460,247,799
EXPENDITURES				
PERSONAL SERVICES	247,950,874	255,279,227	256,706,103	257,497,403
SUPPLIES & SERVICES	174,591,863	231,372,395	180,756,761	233,363,695
CAPITAL OUTLAY	3,818,711	1,015,137	3,953,551	792,357
TOTAL	426,361,448	487,666,759	441,416,415	491,653,455
SPECIAL REVENUE FUNDS				
REVENUE				
TAXES	49,676,864	50,645,834	50,824,782	49,222,757
SPECIAL ASSESSMENT	535,666	303,619	308,296	264,884
LICENSES AND PERMITS	5,052,885	4,850,672	4,908,863	5,546,969
INTERGOVERNMENTAL	135,259,480	166,792,012	159,994,041	148,920,271
CHARGES FOR SERVICES	14,970,856	13,875,282	13,989,289	13,871,572
FINES AND FORFEITS	1,432,110	1,360,358	1,383,357	1,184,760
INTEREST	1,307,299	1,109,439	858,790	506,467
MISCELLANEOUS	13,445,474	10,715,002	9,618,154	9,351,409
MEMO REVENUE	90,131	0	0	0
TOTAL	221,770,765	249,652,218	241,885,572	228,869,089
EXPENDITURES				
PERSONAL SERVICES	94,389,404	104,872,473	114,331,279	104,960,328
SUPPLIES & SERVICES	97,660,920	160,703,515	118,293,977	143,899,964
CAPITAL OUTLAY	3,866,530	12,922,242	4,683,421	7,507,152
TOTAL	195,916,854	278,498,230	237,308,677	256,367,444
DEBT SERVICE FUND				
REVENUE				
TAXES	69,324,973	68,771,301	68,771,301	65,603,403
INTERGOVERNMENTAL	77,755	7,500	7,500	0
INTEREST	936,299	1,000,000	611,250	0
TOTAL	70,339,027	69,778,801	69,390,051	65,603,403
EXPENDITURES				
SUPPLIES & SERVICES	106,589,894	106,277,555	106,277,928	100,824,209
TOTAL	106,589,894	106,277,555	106,277,928	100,824,209
CAPITAL PROJECTS FUNDS				
REVENUE				
INTERGOVERNMENTAL	31,105,975	67,260,836	57,419,059	49,384,375
CHARGES FOR SERVICES	4,380,520	6,665,200	4,265,933	3,655,905
INTEREST	1,169,998	0	60,202	0
MISCELLANEOUS	430,886	404,342	548,455	937,000
MEMO REVENUE	815,527	0	0	0
TOTAL	37,902,906	74,330,378	62,293,649	53,977,280
EXPENDITURES				
PERSONAL SERVICES	659,379	0	727,571	0
SUPPLIES & SERVICES	(647,166)	0	(714,095)	0
CAPITAL OUTLAY	162,038,456	198,701,642	178,796,208	221,159,460
TOTAL	162,050,669	198,701,642	178,809,684	221,159,460

REVENUES & EXPENDITURES
FISCAL YEARS 2009/2010 - 2011/2012

	ACTUAL FY 2009/2010	REVISED FY 2010/2011	ESTIMATED FY 2010/2011	ADOPTED FY 2011/2012
ENTERPRISE FUNDS				
REVENUE				
LICENSES AND PERMITS	5,071,595	5,166,436	4,713,531	4,794,670
INTERGOVERNMENTAL	6,287,526	5,122,558	5,122,558	76,782
CHARGES FOR SERVICES	334,039,556	352,615,039	351,584,720	222,033,036
FINES AND FORFEITS	29,694	15,000	15,000	24,262
INTEREST	1,258,479	1,116,555	521,325	460,562
MISCELLANEOUS	4,812,626	2,345,456	3,478,608	2,143,041
CAPITAL CONTRIBUTIONS	7,319,280	10,000,000	3,000,000	6,000,000
TOTAL	358,818,756	376,381,044	368,435,742	235,532,353
EXPENDITURES				
PERSONAL SERVICES	69,153,928	70,961,516	76,383,047	57,329,513
SUPPLIES & SERVICES	284,481,434	289,520,298	314,220,168	174,752,901
CAPITAL OUTLAY	(27,916,656)	271,069	(30,834,969)	315,340
TOTAL	325,718,706	360,752,883	359,768,246	232,397,754
TOTAL REVENUES	1,178,574,271	1,245,690,388	1,210,913,225	1,044,229,924
TOTAL EXPENDITURES	1,216,637,571	1,431,897,069	1,323,580,950	1,302,402,322

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

BUDGET IN BRIEF

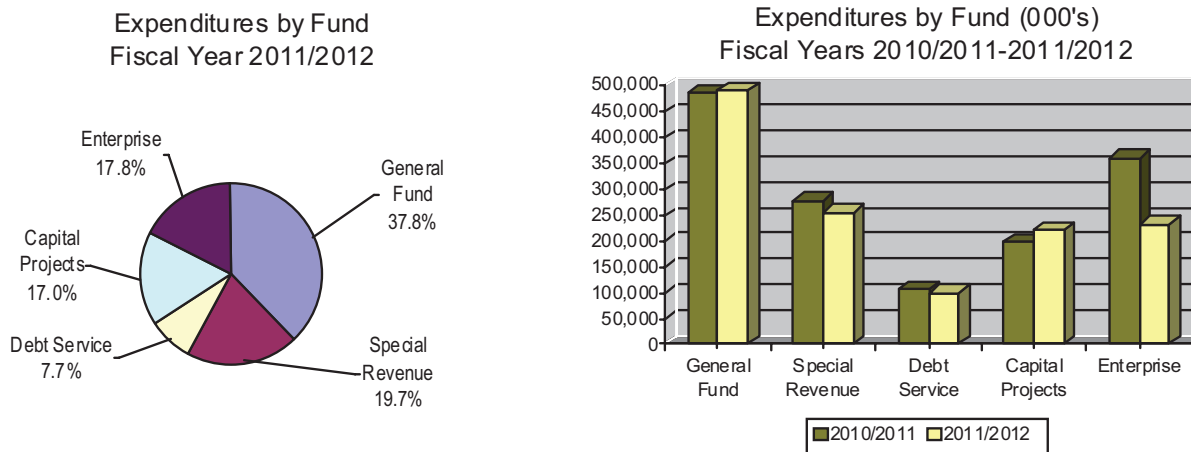
Arizona Revised Statute §42-17105 requires the Pima County Board of Supervisors to adopt a budget for each fiscal year. On June 21, 2011, the Board adopted the budget for fiscal year 2011/12, which covers the period from July 1, 2011 through June 30, 2012.

Pima County's Fiscal Year 2011/12 Adopted Budget includes:

- \$1.302 billion in expenditures
- \$1.044 billion in revenues
- \$74.2 million in operating transfers between the various operating funds
- \$330.0 million total in debt issues including \$60.0 million in General Obligation bonds, \$37.0 million in Certificates of Participation, \$6.0 million in Transportation Bonds, and \$230.0 million in Sewer Revenue Obligations

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

Comparison of Expenditures by Fund



GENERAL FUND: The Fiscal Year 2011/12 Adopted Budget for General Fund expenditures increased by \$4.0 million over fiscal year 2010/11. Major factors contributing to this net increase include:

- \$10.7 million increase to the General Fund budgeted reserve
- \$6.5 million increase in the County's contribution to the Arizona Long Term Care System (ALTCS) due to a reduction in American Recovery and Reinvestment Act (ARRA)/stimulus funding
- \$2.8 million increase in motor pool costs
- \$2.4 million increase due to a 1.0% cost of living salary adjustment to partially offset changes in the amount and percentage of retirement system withholdings
- \$2.2 million increase in medical insurance costs
- \$1.6 million increase in the County's share of mandated retirement contributions
- \$1.7 million increase for 2011 Presidential Preference elections
- \$1.2 million decrease in total Budget Stabilization Fund reserves for potential revenue shortfalls in Solid Waste Management and Development Services
- \$1.8 million decrease for adult and juvenile detention health care contract costs
- \$2.5 million decrease from a 1.5% base budget reduction for non public safety departments and a 0.5% reduction for public safety departments
- \$2.7 million decrease in costs for psychiatric care under Title 36
- \$5.0 million decrease in General Fund support to University Physicians Healthcare Hospital (UPH)
- \$5.4 million decrease in costs for 2010 general and primary elections
- \$5.9 million decrease due to the transfer of General Fund Debt Service costs to Debt Service Fund
- also includes minor departmental adjustments, other position related adjustments, etc.

SPECIAL REVENUE FUNDS: The Fiscal Year 2011/12 Adopted Budget for Special Revenue Funds expenditures decreased by \$22.1 million from fiscal year 2010/11. Major factors contributing to this net decrease include:

- \$4.2 million decrease in Sheriff Grants for the Pima County Wireless Integrated Network (PCWIN) project, as equipment purchases were completed last year, and from the federal High Intensity Drug Trafficking Area (HIDTA) program
- \$3.8 million decrease in budgeted expenditures in Community Development Grants ARRA stimulus funding for energy efficiency/conservation
- \$3.5 million decrease in Public Health Grants primarily due to a reduction of federal stimulus funded Communities Putting Prevention to Work (CPPW) program
- \$2.8 million reduction in budgeted expenditures of ARRA stimulus in Employment & Training
- \$2.6 million reduction in spending for the County Free Library for maintenance and materials purchases
- \$1.9 million decrease in the IT Enhancement Fund as no expenditures are planned for the current year
- \$1.9 million net decrease in Facilities Renewal Fund due to completion of a \$1.8 million project to improve lighting in County parks in fiscal year 2010/11
- \$1.5 million decrease in Facilities Management Grants due to a reduction in energy efficiency/conservation funding
- \$1.5 million decrease due to the transfer of Office of Emergency Management and Homeland Security from Health to General Fund and a reduction in grant funding of \$1.0 million
- \$0.9 million decrease in activity planned in the Housing Trust Fund
- \$0.6 million decrease in Transportation as a result of reduced street and highway user revenue collections
- \$1.0 million increase in grant funding for County Attorney victim services
- \$2.6 million increase from the formation of a Pima Health System transition fund to provide for unexpected costs arising from the transfer of AHCCCS contracts to Bridgeway Health Solutions
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs, etc.

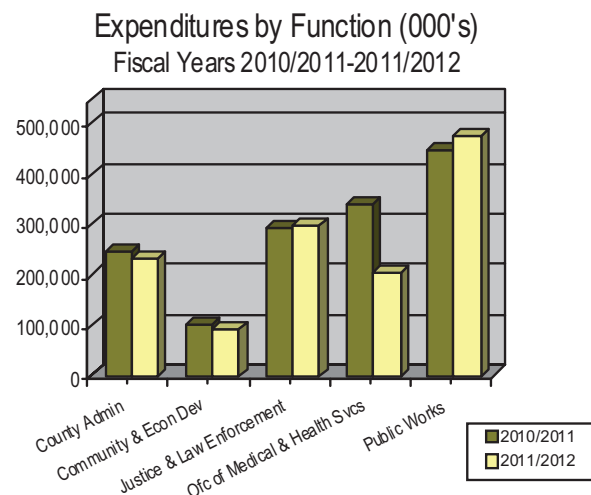
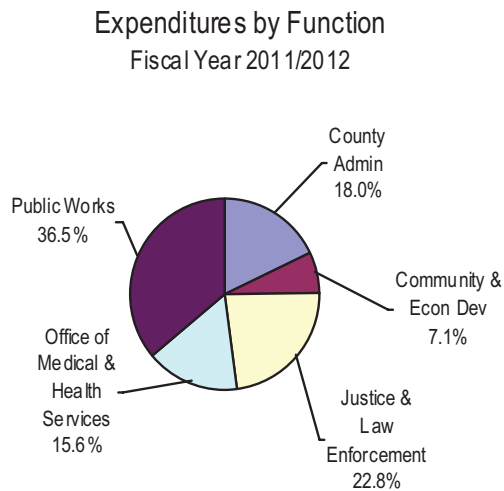
DEBT SERVICE FUND: The Fiscal Year 2011/12 Adopted Budget for Debt Service Fund expenditures decreased \$5.5 million from fiscal year 2010/11. This decrease is the net of retired debt and anticipated debt service costs related to bond and certificates of participation sales to be made in fiscal year 2011/12.

CAPITAL PROJECTS FUND: The Fiscal Year 2011/12 Adopted Budget for the Capital Projects Fund expenditures increased by \$22.5 million over fiscal year 2010/11, based on the implementation of the approved current year Capital Improvement Budget, as detailed in the County's Fiscal Year 2011/12 to Fiscal Year 2015/16 Capital Improvement Plan. (*See the Capital Improvement Projects section - Summary of Active Capital Improvement Projects.*)

ENTERPRISE FUNDS: The Fiscal Year 2011/12 Adopted Budget for Enterprise Fund expenses decreased by \$128.4 million from fiscal year 2010/11. Significant changes include:

- \$136.9 million net decrease in Pima Health System & Services reflecting the transfer of AHCCCS contract service delivery to an outside provider
- \$9.8 million increase in the Regional Wastewater Reclamation Enterprise Fund, relating to the rehabilitation of the system, inspection/assessment work, increased depreciation, debt service, etc.
- also includes position related adjustments, benefits adjustments, adjustments for one time costs, etc.

Comparison of Expenditures by Functional Area



COUNTY ADMINISTRATION: The Fiscal Year 2011/12 Adopted Budget for expenditures for the County Administration functional area decreased by \$12.1 million from fiscal year 2010/11. Major reasons for the net decrease include:

- \$13.4 decrease in support to University Physicians Healthcare Hospital previously budgeted in Contingency, now budgeted in Institutional Health
- \$11.4 million decrease in Debt Service composed of \$5.9 million in General Fund Debt Service budgeted in fiscal year 2010/11 transferred to the Debt Service Fund in fiscal year 2011/12 and a further decrease in existing principal and interest payments in the Debt Service Fund of \$5.5 million
- \$1.9 million decrease in the IT Enhancement Fund as no expenditures are planned for the current year
- \$5.4 million decrease in costs for 2010 primary and general elections in Elections and Recorder departments
- \$1.2 million decrease in total contingency reserves for deficits in Solid Waste Management and Development Services
- \$0.8 million decrease in Information Technology due to reduced staffing needs
- \$340 thousand increased contributions to employee retirement plans
- \$1.6 million increase from the transfer of the Office of Emergency Management & Homeland Security from the Office of Medical & Health Services functional area
- \$1.7 million increase in costs for the 2011 Presidential Preference election
- \$2.6 million increase by the establishment of a transition fund for Pima Health System & Services
- \$4.6 million increase for Graduate Medical Education (GME) and Disproportionate Share Hospital (DSH) programs previously budgeted in Institutional Health
- \$10.7 million increase to the General Fund budgeted reserve due to adverse economic conditions
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

COMMUNITY & ECONOMIC DEVELOPMENT: The Fiscal Year 2011/12 Adopted Budget for expenditures for the Community & Economic Development functional area decreased by \$11.0 million from fiscal year 2010/11. Major factors contributing to this net decrease are:

- \$3.8 million decrease in grant funding for Community Development's Housing program
- \$2.8 million reduction in budgeted expenditures of ARRA/stimulus in Employment & Training
- \$2.6 million reduction in spending for the County Free Library for maintenance and materials purchases
- \$0.9 million reduction in funding to the County's Housing Trust Fund
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

JUSTICE & LAW ENFORCEMENT: The Fiscal Year 2011/12 Adopted Budget for the Justice & Law Enforcement functional area increased by \$2.1 million over fiscal year 2010/11. This net increase is due primarily to:

- \$1.8 million increase in Sheriff department for budgeted motor pool costs
- \$1.7 million increase for Justice & Law Enforcement departments' 1.0% cost of living allowance
- \$1.5 million increase for Justice & Law Enforcement departments' medical insurance costs
- \$1.0 million increase in County Attorney grants for Victim Services
- \$4.2 million decrease in Sheriff Grants for the Pima County Wireless Integrated Network (PCWIN) project, from the federal High Intensity Drug Trafficking Area (HIDTA); grant funded equipment was purchased in fiscal year 2010/11
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

OFFICE OF MEDICAL AND HEALTH SERVICES: The Fiscal Year 2011/12 Adopted Budget for the Office of Medical and Health Services functional area decreased by \$136.7 million from fiscal year 2010/11. The main reasons for this net increase include:

- \$136.9 million net decrease in Pima Health System & Services reflecting the expiration of AHCCCS contracts
- \$4.6 million decrease for Graduate Medical Education (GME) and Disproportionate Share Hospital (DSH) programs now budgeted in County Administration functional area
- \$3.5 million decrease in Health Grants primarily due to a reduction of federal stimulus funded Communities Putting Prevention to Work (CPPW) program
- \$2.7 million decrease in costs for psychiatric care under Title 36
- \$2.6 million decrease from the Office of Emergency Management & Homeland Security which has been transferred to the County Administration functional area
- \$6.5 million increase in the County's contribution to the Arizona Long Term Care System (ALTCS) due to a reduction in American Recovery and Reinvestment Act (ARRA)/stimulus funding
- \$8.4 million increase in County support for University Physicians Healthcare Hospital from \$6.6 million in fiscal year 2010/11 to \$15.0 million in fiscal year 2011/12
- also includes other position related adjustments, benefits adjustments, adjustments for other one time costs, increased depreciation, etc.

PUBLIC WORKS: The Fiscal Year 2011/12 Adopted Budget for the Public Works functional area increased by a net \$28.2 million over fiscal year 2010/11. Significant changes include the following:

- \$22.5 million increase in Capital Projects based on the implementation of the approved current year Capital Improvement Budget, as detailed in the County's Fiscal Year 2011/12 to Fiscal Year 2015/16 Capital Improvement Plan. (*See the Capital Improvement Projects section - Summary of Active Capital Improvement Projects.*)
- \$8.7 million increase in the Regional Wastewater Reclamation Enterprise Fund, relating to the rehabilitation of the system, inspection/assessment work, increased depreciation, and debt service
- \$0.6 million decrease in Transportation as a result of reduced street and highway user revenue collections
- \$1.5 million decrease in Facilities Management Grants due to a reduction in energy efficiency/conservation funding
- \$1.9 million decrease in Facilities Renewal Fund due to completion of a \$1.8 million project to improve lighting in County parks in fiscal year 2010/11
- also includes 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 is a discussion of changes in ending fund balances or net assets in fiscal year 2011/12:

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 in future years will be zero. In fiscal year 2011/12, General Fund expenditures include \$34.8 million, an amount equal to the expected ending fund balance, to represent a General Fund Reserve in order for the County to be in compliance with state statute. Changes other than this reserve represent a net decrease of \$18.9 million from the beginning fund balance. Major factors contributing to this decrease are discussed under the Budget Issues Tab (pages 4-9 through 4-11).

Special Revenue Funds

The fiscal year 2011/12 adopted ending fund balance for all Special Revenue Funds is \$59.8 million, a net decrease of \$55.3 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, Regional Flood Control District, Health, Solid Waste Management, the County Free Library, Stadium District, Justice and Law Enforcement Grants, etc.

Debt Service Fund

The fiscal year 2011/12 adopted ending fund balance for the Debt Service Fund is \$12.8 million, a net decrease of \$10.0 million from the budgeted beginning fund balance. Major factors contributing to this decrease include:

- \$3.8 million net increase in operating transfers in
- \$5.5 million decrease in overall debt service payments. This decrease 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 2011/12
- \$3.2 million decrease in property tax revenues
- \$1.0 million decrease in interest revenue

Capital Projects Fund

The fiscal year 2011/12 adopted ending fund balance for the Capital Projects Fund is \$67.2 million, a net decrease of \$38.1 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 2011/12 to 2015/16 Capital Improvement Plan. (See the *Capital Improvement Project section - Summary of Active Capital Improvement Projects*)

Enterprise Funds

The fiscal year 2011/12 adopted ending net assets for all Enterprise Funds is \$324.6 million, a net increase of \$232.0 million over the budgeted beginning net assets. Major factors contributing to this increase include:

- \$230.0 million increase in sewer revenue obligation proceeds
- \$11.8 million net increase in the Regional Wastewater Reclamation Enterprise Fund due primarily to an increase in sewer revenue fees partially offset by decreased connection fees
- \$8.9 million decrease in Pima Health System & Services following the transfer of its AHCCCS contracts to an outside provider

Note that the ending net assets for Regional Wastewater Reclamation do not include the impact of Capital Improvement Projects planned for fiscal year 2011/12.

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 2009/2010 - 2011/2012**

FUNCTIONAL AREA/SUPER DEPARTMENT	ADOPTED 2009/2010	REVISED 2010/2011	ADOPTED 2011/2012	CHANGE 10/11 to 11/12
<u>COUNTY ADMINISTRATION</u>				
ASSESSOR	160.5	160.5	155.0	(5.5)
BOARD OF SUPERVISORS	24.0	24.0	23.4	(0.6)
CLERK OF THE BOARD	17.0	16.0	16.0	0.0
COMMUNICATIONS OFFICE	6.0	5.5	10.4	4.9
COUNTY ADMINISTRATOR	17.8	17.8	11.8	(6.0)
ELECTIONS	17.0	16.0	16.0	0.0
FINANCE & RISK MANAGEMENT	133.1	246.7	234.0	(12.7)
FORENSIC SCIENCE CENTER	27.0	27.0	27.5	0.5
HUMAN RESOURCES	37.0	51.1	49.1	(2.0)
INFORMATION TECHNOLOGY	128.0	200.0	172.0	(28.0)
OFC OF EMERG MGMT & HOMELAND SECURITY	0.0	0.0	11.4	11.4
PROCUREMENT	31.8	30.8	30.6	(0.2)
RECORDER	50.3	61.8	45.0	(16.8)
TREASURER	40.0	38.6	38.5	(0.1)
TOTAL COUNTY ADMINISTRATION	689.5	895.8	840.7	(55.1)
<u>COMMUNITY & ECONOMIC DEVELOPMENT</u>				
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	6.6	4.0	4.0	0.0
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	25.6	30.4	32.6	2.2
COMMUNITY SVCS, EMPLOYMENT & TRAINING	159.0	155.5	141.1	(14.4)
COUNTY FREE LIBRARY	383.7	387.5	388.1	0.6
ECONOMIC DEVELOPMENT & TOURISM	2.9	3.1	3.0	(0.1)
KINO SPORTS COMPLEX	20.2	19.0	15.8	(3.2)
SCHOOL SUPERINTENDENT	14.0	14.5	14.0	(0.5)
STADIUM DISTRICT	30.7	31.2	33.1	1.9
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	642.7	645.2	631.7	(13.5)
<u>JUSTICE & LAW ENFORCEMENT</u>				
CLERK OF SUPERIOR COURT	217.5	212.6	212.0	(0.6)
CONSTABLES	13.0	13.0	13.0	0.0
COUNTY ATTORNEY	448.3	457.6	467.9	10.3
INDIGENT DEFENSE	208.0	202.8	206.7	3.9
JUSTICE COURT AJO	10.6	10.6	11.6	1.0
JUSTICE COURT GREEN VALLEY	9.5	11.5	11.5	0.0
JUSTICE COURTS TUCSON	139.1	135.0	136.0	1.0
JUVENILE COURT	541.6	530.6	525.4	(5.2)
OFFICE OF COURT APPOINTED COUNSEL	9.2	14.6	21.1	6.5
PUBLIC FIDUCIARY	38.3	35.5	35.5	0.0
SHERIFF	1,412.2	1,413.2	1,418.2	5.0
SUPERIOR COURT	672.5	667.6	666.9	(0.7)
TOTAL JUSTICE & LAW ENFORCEMENT	3,719.8	3,704.6	3,725.8	21.2
<u>OFFICE OF MEDICAL AND HEALTH SERVICES</u>				
HEALTH	390.6	367.0	381.3	14.3
INSTITUTIONAL HEALTH	30.0	31.0	30.3	(0.7)
OFC OF EMERG MGMT & HOMELAND SECURITY	0.0	11.0	0.0	(11.0)
PIMA HEALTH SYSTEM & SERVICES	680.5	586.4	256.4	(330.0)
TOTAL OFFICE OF MEDICAL AND HEALTH SERVICES	1,101.1	995.4	668.0	(327.4)

**ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2009/2010 - 2011/2012**

FUNCTIONAL AREA/SUPER DEPARTMENT	ADOPTED 2009/2010	REVISED 2010/2011	ADOPTED 2011/2012	CHANGE 10/11 to 11/12
<u>PUBLIC WORKS</u>				
CAPITAL PROJECTS	9.5	4.0	5.0	1.0
DEVELOPMENT SERVICES	71.2	65.8	65.1	(0.7)
ENVIRONMENTAL QUALITY	43.9	35.2	36.0	0.8
FACILITIES MANAGEMENT	173.0	168.0	168.0	0.0
FLEET SERVICES	62.7	54.0	55.0	1.0
NATURAL RESOURCES, PARKS & RECREATION	251.3	236.2	230.1	(6.1)
OFFICE OF SUSTAINABILITY & CONSERVATION	0.0	0.0	11.5	11.5
PUBLIC WORKS ADMINISTRATION	34.0	30.0	23.0	(7.0)
REGIONAL FLOOD CONTROL DISTRICT	70.3	70.3	67.3	(3.0)
REGIONAL WASTEWATER RECLAMATION	580.0	519.7	511.8	(7.9)
SOLID WASTE MANAGEMENT	34.5	33.5	28.5	(5.0)
TRANSPORTATION	354.1	295.6	294.7	(0.9)
TOTAL PUBLIC WORKS	1,684.5	1,512.3	1,496.0	(16.3)
TOTAL FUNCTIONAL AREAS	7,837.6	7,753.3	7,362.2	(391.1)

Major net changes in Full Time Equivalent (FTE) positions from fiscal year 2010/11 to 2011/12 are generally explained below:

FTEs in County Administration decreased by 55.1 or 6.2%. Major factors contributing to this net decrease include:

- 28.0 FTE decrease in Information Technology from eliminating vacant positions
- 16.8 FTE decrease in Recorder mainly from the reduction of temporary elections worker positions from the 2010 primary and general elections
- 12.7 FTE decrease in Finance & Risk Management mainly due to eliminating or reducing hours of vacant positions net of adding 10.1 FTEs in Graphic Services Production transferred from the Public Works functional area
- 5.5 FTE decrease in Assessor from eliminating vacant positions
- 11.4 FTE increase due to the transfer of the Office of Emergency Management & Homeland Security from the Office of Medical & Health Services functional area
- 3.5 FTE net increase in various other County Administration departments

FTEs in Community & Economic Development decreased by 13.5 or 2.1%. Major factors contributing to this net decrease include:

- 2.2 FTE increase in Community Development & Neighborhood Conservation mainly due to positions needed for grant research and to administer new grants
- 14.4 FTE decrease in Community Services, Employment & Training due to the transfer of 8.0 Teen Center FTEs to Health, the transfer of 4.2 FTEs due to the consolidation of central services, partially offset by 8.7 additional FTEs needed to administer new grants
- 3.2 FTE decrease in the Kino Sports Complex due to elimination or reduction in hours to vacant positions
- 1.9 FTE increase in the Stadium District for additional fields maintenance needs
- Minor changes in other Community & Economic Development departments net to a zero FTE change

FTEs in Justice & Law Enforcement increased by 21.2 or 0.6%. Major factors contributing to this net increase include:

- 3.9 FTE net increase in Indigent Defense General Fund positions due to a transfer of funding from Contract Attorneys in order to handle representation of first degree homicide and death penalty cases
- 5.7 FTE net increase in various Justice and Law enforcement special revenue fund and grant departments
- 2.3 FTE net decrease in County Attorney General Fund positions primarily due to the end of FY 2010/11 supplemental funding that provided one additional year of auto theft prosecution which had previously been funded by an expired grant
- 1.0 FTE increase in Justice Court Ajo, a short term administrative position added to improve court processing.
- 6.5 FTE increase in Office of Court Appointed Counsel General Fund departments' positions due to the transfer of funding from Contract Attorneys in order to handle representation of juvenile dependency cases
- 5.0 FTE increase in Sheriff General Fund positions due to the transfer of grant positions resulting from the loss of grant funding

FTEs in Office of Medical and Health Services decreased by 327.4 or 32.9%. Major factors contributing to this net decrease include:

- 0.7 FTE decrease in Institutional Health due to the Medical Director's reduction in hours
- 11.0 FTE decrease due to the transfer of the Office of Emergency Management & Homeland Security to the County Administration functional area
- 330.0 FTE decrease in Pima Health System and Services is due to the expiration of AHCCCS/ALTCS contracts at September 30, 2011
- 14.3 FTE increase in Health mainly due to additional grant positions

FTEs in Public Works decreased by 16.3 or 1.1%. Major factors contributing to this net decrease include:

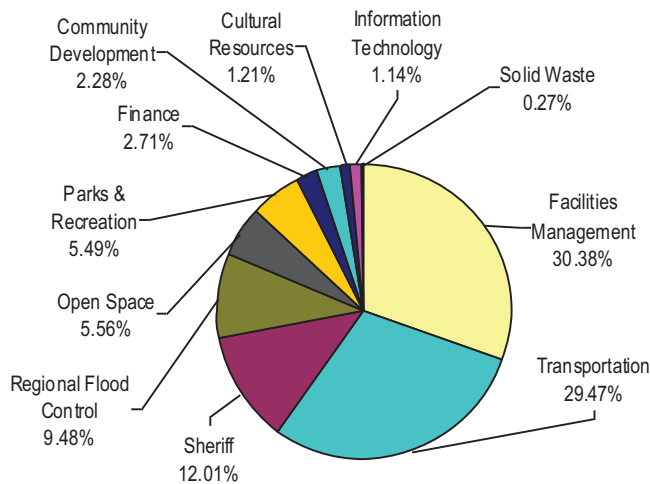
- 6.1 FTE decrease in Natural Resources, Parks & Recreation due to eliminating 4.2 Intermittent FTEs to meet the 1.5 % reduction and eliminating 1.9 FTEs budgeted in various job classifications
- 0.9 FTE decrease in Transportation mainly due to eliminating or reducing hours of vacant positions
- 7.9 FTE decrease in Regional Wastewater Reclamation due to unfunding 8.4 FTEs and 1.4 FTEs decreased due to a reduction of hours offset by a 1.9 FTE increase for new positions
- 0.8 FTE increase in Environmental Quality due to additional hours
- 5.0 FTE decrease in Solid Waste Management due to unfunding 5.0 FTEs
- 7.0 FTE decrease in Public Works Administration due to the transfer of 1.0 FTE to Capital Projects and 6.0 FTE to the new Office of Sustainability and Conservation department
- 1.0 FTE increase in Capital Projects due to the transfer of 1.0 FTE from Public Works Administration
- 11.5 FTE increase in Office of Sustainability due to the transfer of 6.0 FTEs from cultural resource division, 4.0 FTEs transfer from County Administrator, 1.0 FTE from Development Services, and 0.5 FTE new position
- 1.0 FTE increase in Fleet Services due to the addition of an Administrative Services Manager
- 3.0 FTE decrease in Regional Flood Control due to unfunding
- 0.7 FTE decrease in Development Services due to reduction in hours (Note: The transfer of 1.0 FTE as part of the formation of the Office of Sustainability and Conservation was offset with the addition of a new position)

PIMA COUNTY CAPITAL IMPROVEMENT PROGRAM OVERVIEW

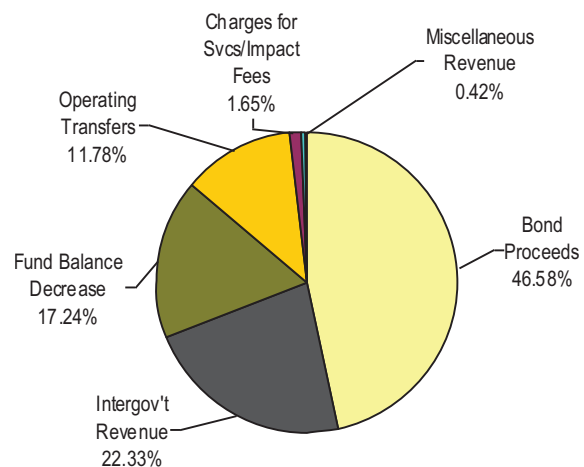
The following charts provide summary information for Pima County's fiscal year 2011/12 adopted expenditures, revenues, and other funding sources for all Capital Projects Fund projects.

Pima County FY 2011/12 Capital Projects Fund¹

Expenses by Category



Sources of Funding



Expenses by Category

Facilities Management	\$67,190,735
Transportation	65,170,961
Sheriff	26,561,383
Regional Flood Control	20,973,632
Open Space	12,290,824
Parks and Recreation	12,132,559
Finance	5,991,216
Community Development	5,048,550
Cultural Resources	2,674,225
Information Technology	2,528,696
Solid Waste	596,679
Total	\$221,159,460

Sources of Funding

Other Funding: Bond Proceeds	\$103,000,000
Intergovernmental Revenue	49,384,375
Other Funding: Fund Balance Decrease	38,133,541
Other Funding: Operating Transfers	26,048,639
Charges for Services/Impact Fees	3,655,905
Miscellaneous Revenue	937,000
Total	\$221,159,460

¹ Capital Projects Fund only; does not include enterprise and internal services projects. Refer to the *CIP* section - *Summary of Active Capital Improvement Projects* for a complete list of all projects, including enterprise and internal services projects and related expenditures.

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 2009/10, the estimated result for fiscal year 2010/11, and the planned result for fiscal year 2011/12. As this type of presentation evolves, the goal will be to have quality, outcome, and customer service performance measures added to departmental budget submissions.

Follow Measures to Weather the National Economic Downturn

Like all governments in Arizona, Pima County has necessarily adjusted to reduced revenues and increased service demands during this economic recession. Faced with plummeting state shared revenues, the County began to reduce overall expenditures more than three years ago. State shared funding sources in the areas of sales tax, vehicle license tax, and highway user revenue funds (HURF) have decreased more than \$36 million from their peak in fiscal year 2006/07. For the second year in a row and only the second time in eighteen years, the property tax base has also shown a decline. The primary assessed value of the County declined from the previous year approximately 7.04 percent, while the secondary assessed value declined approximately 9.57 percent, which means for the fiscal year 2011/12 budget, our tax base will be smaller than it has been previously. Furthermore, we expect continued contraction of the tax base for fiscal years 2012/13 and 2013/14. While our tax base shrinks and our state shared revenues are near historic lows, the State of Arizona, in balancing the state budget, has made unprecedented expense transfers and shifts to counties, but not to cities and towns. Since fiscal year 2009/10, these shifts have resulted in more than \$35 million in revenue reductions and expense shifts to Pima County through fiscal year 2011/12. Given the drop of over \$36 million in state shared revenues from fiscal year 2006/07 to 2011/12, a declining value in the property tax base, and \$35 million in state cost shifts and transfers over the past three years, Pima County continues to face unprecedented budget challenges. A number of measures have been followed to address these challenges, some of which are summarized here:

- Across-the-board budget reductions of approximately 11.5% percent for most General Fund departments have yielded \$18.3 million in savings for each of fiscal years 2008/09 and 2009/10, \$25 million in fiscal year 2010/11, and will yield \$27.7 million in fiscal year 2011/12.
- No across-the-board pay adjustments were given to County employees from fiscal year 2008/09 through fiscal year 2010/11. A 1% general across-the-board pay adjustment was given in fiscal year 2011/12 to help offset mandated employee retirement contribution increases. Overall, costs savings are as much as \$7 million over the past 4 years as compared to two-percent pay increases over the same time period.
- Since fiscal year 2007/08 budgeted Full-Time Equivalent (FTE) positions in Pima County have decreased by 1,035 or 12.3 percent
- Health insurance costs continue to escalate. Pima County has been proactive in attempting to manage its health insurance premium cost paid per employee. Cost increases associated with County employee health insurance have escalated at near record amounts in the last three years. Actions are now being taken to bring these runaway cost escalations under control. Due to higher than expected increases in premium costs, the County initiated a limited competition bid process for employee health insurance. At the end of this process, United Healthcare, our current insurance provider was the successful bidder. Despite this attempt at reducing the rate of increase, this year's rate of increase will equal 14.4 percent or \$4.5 million. Through a combination of benefits changes, County funds and cost increase sharing with employees, the County was able to meet these additional costs for the current fiscal year.
- In order to assist departments in reducing their discretionary spending, travel and training budgets were reduced from \$3.5 million in fiscal year 2007/08 to \$800 thousand in fiscal year 2009/10, a reduction of 78 percent.

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 2011/12 no funding was available or approved for supplemental requests.

Diversify the County's Revenue Sources

Property Taxes

The fiscal year 2011/12 Adopted Budget relies on a \$0.1045 increase in the primary property tax rate for General Government, a \$0.0300 increase in the Debt Service tax rate, no change in the Flood Control District tax rate and a \$0.0360 increase in the Library District tax rate. The total property tax rate for Pima County increases from \$4.6368 to \$4.8073 per \$100 of assessed valuation.

General Government Revenues other than Property Taxes

Excluding revenues related to primary property taxes, projected fiscal year 2011/12 general government revenue from all other sources is \$135.1 million, an increase of \$2.6 million over the fiscal year 2010/11 adopted budget. State Shared Sales Taxes are expected to increase by \$3.2 million, while Vehicle License Tax revenue is expected to decrease by approximately \$1.4 million. Other changes in revenue include a \$367 thousand decrease in Pooled Investment Interest and a \$141 thousand increase in Business License and Permit revenue. Transient Lodging tax revenue increases by \$138 thousand. Contributions for Administrative Overhead from County enterprise funds increase by \$853 thousand. Federal Payments in Lieu of Taxes (F-PILT) increase by \$185 thousand because of continued full funding of the PILT program as part of the Federal economic stimulus package enacted in 2008.

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 and the County's share of income tax would be equivalent to nearly \$27.9 million. If these income tax revenues were received, they could be used to further reduce the primary property tax by \$0.3356 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 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 8.0 percent in fiscal year 2008/09, decreased by 1.7 percent in fiscal year 2009/10, increased by 1.9 percent in fiscal year 2010/11, and, due to declining property values of 7.04 percent for the Pima County Primary Net Assessed Value and 9.57 percent for the County's Secondary Net Assessed Value and increased cost shifts to the County by the state of Arizona, will increase by 3.7 percent in fiscal year 2011/12.

Table 1
Comparison of Property Tax Rates*

	<u>FY 2008/09</u> <u>Tax Rates</u>	<u>FY 2009/10</u> <u>Tax Rates</u>	<u>FY 2010/11</u> <u>Tax Rates</u>	<u>FY 2011/12</u> <u>Tax Rates</u>
Pima County Primary (General Gov't)	\$3.3913	\$3.3133	\$3.3133	\$3.4178
Debt Service	0.6050	0.7100	0.7500	0.7800
Library District	0.3393	0.2643	0.3100	0.3460
Regional Flood Control District	<u>0.2935</u>	<u>0.2635</u>	<u>0.2635</u>	<u>0.2635</u>
Total	\$4.6291	\$4.5511	\$4.6368	\$4.8073

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

Maintain an Adequate Ending General Fund Balance

Over the past ten years, the unreserved ending General Fund balance ranged from an actual low of \$25.6 million for fiscal year 2003/04 to a high of \$77.5 million for fiscal year 2009/10. The Board of Supervisors has adopted an unreserved ending General Fund Balance of \$34.8 million for fiscal year 2011/12, which is 7.6 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 ten 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. The large variances for fiscal years 2009/10 and 2010/11 were primarily due to State Arizona Long Term Care System (ALTCS) payment adjustments and refunds resulting from the State's receipt of federal stimulus funds.

Table 2

General Fund Unreserved Ending Fund Balance

	<u>Budgeted</u>	<u>Actual</u>	<u>% of Revenue</u>
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	\$35,802,620	7.7
Fiscal Year 2009/10	\$24,447,921	\$77,451,391	15.8
Fiscal Year 2010/11	\$24,040,215	\$53,651,182	*
Fiscal Year 2011/12	\$34,774,388		7.6

* Projected amount

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. Currently, three major funds require General Fund support to forestall the occurrence of negative cash deficits.

The continued loss of Major League Baseball coupled with the economic downturn has resulted in the need to take certain actions to maintain the financial stability of the Stadium District. Fiscal year 2010/11 projected revenues were insufficient to cover the Stadium's operating, maintenance and debt service costs requiring the substantial use of existing fund balance. Consequently, the fiscal year 2010/11 budgeted subsidy of \$1.5 million was transferred from the General Fund to the District. A similar situation is expected in fiscal year 2011/12 and the remaining existing fund balance will not cover all budgeted costs. However, in order to avoid a negative fund balance by the end of fiscal year 2011/12, \$1.5 million has been budgeted in the Board of Supervisors' Budget Stabilization Fund pending final determination of the amount needed by the Stadium District.

While the County has made concerted efforts in reducing costs and increasing fees, as appropriate, the Solid Waste Special Revenue Fund continues to incur operating losses. The Adopted Budget for fiscal

year 2009/10 included \$2,000,000 in the Budget Stabilization Fund to cover operating losses and \$1,000,000 of this amount was transferred to Solid Waste. In order to avoid accumulation of a long term deficit in this fund, the Adopted Budget for fiscal year 2010/11 also included \$1,500,000 to cover operating losses. This amount was transferred to the Solid Waste Special Revenue Fund early in 2011. In the fiscal year 2011/12 Adopted Budget, \$800,000 is budgeted in the Budget Stabilization Fund to cover possible operating losses. Solid Waste staff will continue developing options for the Board of Supervisors to consider and implement during the fiscal year that will continue to reduce these projected operating losses.

The countywide planning function is within the Development Services Department and benefits all County residents. This function cannot currently be sustained solely through fee generated revenue given the substantial decrease in development activity. The Adopted Budget for fiscal year 2009/10 included \$2,000,000 in the Budget Stabilization Fund to cover operating losses and, in March of 2009, that amount was transferred to Development Services Special Revenue Fund. The Adopted Budget for fiscal year 2010/11 included a reduced amount of \$1,500,000, reflecting reductions in operating expenditures for this function. As a result of additional cost savings and increased fees, only \$694 thousand was required to cover losses with the remaining funds transferred to assist in the upgrading of the department's permitting system. The fiscal year 2011/12 Adopted Budget includes \$1,000,000 in the Budget Stabilization Fund to cover any actual operating losses.

Provide Board of Supervisors General Contingency Funding

While the Board of Supervisors unreserved Contingency Fund has typically been funded at \$1.0 million per year, in recognition of overall economic difficulties certain outside community agency funding provided by the Board's Contingency Fund in fiscal year 2008/09 will continue to be funded using this source. This, along with the subsequent budget reductions in fiscal years 2010/11 and 2011/12, effectively reduces the Board's Contingency Fund to a starting point of \$744,994.

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 2011/12, budgeted expenditure authority in the Budget Stabilization Fund amounts to \$3,300,000. Discussions of all of the items in the following table can be found in the *Budget Issues* section

Table 3

Budget Stabilization Fund

Development Services - planning function	\$ 1,000,000
Solid Waste - operating loss	800,000
Stadium District – operations	<u>1,500,000</u>
Total Budget Stabilization Fund	\$ 3,300,000

Provide Property Tax Stabilization Fund

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 represented 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 Property Tax Stabilization Fund to insure against future declines in other General Fund revenues. A total of \$8,500,000 was appropriated to this special revenue fund for use as needed to mitigate the effect of economic downturns on the primary property tax rate. Declines for fiscal year 2008/09 in state shared sales and vehicle license taxes as well as other General Fund revenues of over \$10 million necessitated the transfer of the entire accumulated balance in the Property Tax Rate Stabilization Fund to, and for use by, the General Fund. With a substantial excess of General Fund total resources over base expenditures in fiscal year 2010/11, \$22,354,490 was appropriated to the Property Tax Stabilization Fund to be used as to mitigate the need to substantially increase primary property taxes in future years.

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 at a 75 percent confidence level has been maintained for the past eleven 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 since fiscal year 1999/2000.

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, fiscal year 2009/10, and fiscal year 2010/11 were insufficient to fund an employee compensation package, though existing employee benefits have been maintained. While other government jurisdictions have been forced to resort to furlough days and other such actions during this time of economic downturn, Pima County has managed to avoid such.

The Board of Supervisors approved a 1.0 percent general adjustment for existing employees in fiscal year 2011/12 to partially offset the impacts of increased retirement plan employee contributions as well as mandated shifts between some employee and employer retirement contributions percentages.

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 eleven 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 \$829.4 million in active bond projects fully or partially funded by bonds and \$1.3 billion in active non-bond projects resulting in a total capital improvement program of \$2.1 billion. The proposed Capital Improvement Program (CIP) for fiscal year 2011/12 – 2015/16 identifies, among other items: active projects, funding sources, debt profiles, unfunded needs, and a schedule of bond sales. The CIP currently has 260 capital improvement projects and a total of \$463.5 million budgeted for fiscal year 2011/12. Of this fiscal year amount, Regional Wastewater Reclamation funds \$238.6 million, Telecommunications funds \$2.1 million, and Fleet Services funds \$1.6 million with \$221.2 million approved in the fiscal year 2011/12 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 CIP section – *Summary of Active Capital Improvement Projects*.)

The following table shows that, of the approximately \$1.5 billion bond authorization, \$1,251.6 million in bonds have been sold with \$246.6 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	\$ 243.8	\$ 13.2
1997 Sewer Revenue Bonds	105.0	105.0	0.0
1997 Transportation Bonds	350.0	242.2	107.8
2004 General Obligation Bonds	582.2	467.9	114.3
2004 Sewer Revenue Bonds	150.0	150.0	0.0
2006 General Obligation Bonds	54.0	42.7	11.3
Total	\$1,498.2	\$ 1,251.6	\$ 246.6

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. Pima County has received voter approval for all general obligation debt. The legal debt margin at June 30, 2010, is as follows (in thousands):

Net assessed valuation:		\$9,860,981
<u>Debt Limit (15% of net assessed valuation):</u>		\$1,479,147
<u>Amount of debt applicable to debt limit:</u>		
General obligation bonds outstanding	\$ 417,995	
Less net assets in debt service fund available for payment of general obligation bond principal	<u>(11,396)</u>	<u>(406,599)</u>
Legal debt margin available		<u>\$ 1,072,548</u>

- 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 2009/10, the County issued \$23.4 million in new Street and Highway Revenue Bonds and met the statutory requirement. The County is planning to issue \$6.0 million of Street and Highway Revenue Bonds in fiscal year 2011/12. For the fiscal year 2010/11, Street and Highway revenues are projected at \$50,451,812. The highest annual principal and interest payment required after issuance of these bonds is scheduled to be \$16,634,988 in fiscal year 2012/13, providing approximately 3.0 times coverage.

- Sewer Revenue Debt

There is no statutory legal debt limit on Sewer Revenue debt. Within the documents for Sewer Revenue debt, the County has provided a covenant to the debt holders which limit the issuance of additional Sewer Revenue debt unless the covenant set forth in Board of Supervisors' Resolution Nos. 1991-138, as amended, and 2010-50 has been met. That covenant requires that the net revenues of the sewer system for the year preceding an issuance of debt be at least 120 percent of the maximum annual debt service for all debt.

Matching of Bond Proceeds

Over the years, the County has been very successful in matching bond proceeds with other funding sources. The \$1.498 billion in bond authorizations is expected to be leveraged with at least \$594.3 million in other funding sources including federal and state aid, Regional Transportation Authority funds, contributions from home owners associations and developers, Flood Control District tax revenues, HURF revenues, roadway impact fees, and sewer connection fees.

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 *CIP* section.

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 \$0.81 per \$100 of assessed valuation. For fiscal year 2011/12, the secondary tax rate is \$0.7800, an increase of 3.0 cents over fiscal year 2010/11 rate of \$0.7500 per \$100 of assessed valuation

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

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

Table 6
Increases in Sewer User and Connection Fees

Fiscal Year	User Fees	Connection Fees
1997/98	4.3%	12.0%
1998/99	0.0%	0.0%
1999/00	5.3%	11.0%
2000/01	5.0%	11.0%
2001/02	3.8%	12.0%
2002/03 (effective 7/1/2002)	5.0%	0.0%
2002/03 (effective 4/1/2003)	0.0%	12.0%
2002/03 (effective 6/1/2003)	0.0%	12.0%
2003/04	0.0%	12.0%
2004/05	4.0%	6.0%
2005/06	8.0%	10.0%
2006/07 (effective 8/11/2006)	6.0%	6.0%
2006/07 (effective 1/1/2007)	6.0%	6.0%
2007/08 (effective 7/1/2007)	6.0%	6.0%
2007/08 (effective 1/1/2008)	9.0%	6.0%
2008/09 (effective 7/1/2008)	9.5%	9.5%
2008/09 (effective 3/20/2009)	12.75%	0.0%
2009/10 (effective 7/1/2009)	12.75%	0.0%
2009/10 (effective 1/1/2010)	12.75%	0.0%
2010/11 (effective 7/1/2010)	10.0%	6.5%
2011/12 (effective 7/1/2011)	10.0%	6.5%
2012/13 (effective 7/1/2012)	10.0%	6.5%
2013/14 (effective 7/1/2013)	10.0%	6.5%

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, Office of Medical and Health 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 zero base process has been suspended since fiscal year 2009/10 due to limited resources during administrative restructuring and to facilitate the implementation of Project PimaCore. The following function statements are the basis for detailed departmental strategic plans:

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, list, and 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. 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, 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. Department goals address:

- Timely and accurate performance of mandated duties
- Innovations in procedure, such as process automation

COMMUNICATIONS OFFICE

Effectively communicate the various programs and services available to the public. Work with the Information Technology Department to develop a new interactive County website. Provide graphic design services to all County departments. Department goals address:

- Timely and accurate media release performance
- Standardization of website appearance and functionality
- Optimizing Graphic Services Design function

COUNTY ADMINISTRATOR

Carry out the policies and attain goals established by the Board of Supervisors. Provide information and technical assistance to the Board. Administer and oversee all non-elected official department operations. Provide management, coordination, and communication on all legislative issues and intergovernmental needs. Oversee such programs as the Sonoran Desert Conservation Plan and the Office of Strategic Planning. Department goals address:

- Implementation of Board of Supervisors policies and plans
- Preservation of open space and the sensitive desert environment

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 and receivable, payroll processing, grants oversight, records maintenance, mail services, workers' 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
- Application of best practices in reporting and budgeting as promulgated by governing boards and associations
- Loss reduction and adequate funding for loss coverage

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

Recruit and retain a highly committed, highly competent, and results-oriented workforce and provide various employment related services and activities. Services include, but are not limited to, recruitment and selection, employment rights, classification and compensation, benefits administration, management training, records management, and federal, state, and local labor reporting. Department goals address:

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

INFORMATION TECHNOLOGY

Manage the County's computer and network processing, wireless (radio) communications, and telecommunications environment. Direct and manage the development and ongoing maintenance support of application systems and the acquisition and licensing of associated computer hardware/software. Develop and implement information technology standards and security procedures. Manage franchise licensing and contract coordination for cable, fiber, cellular, and competitive local exchange carriers. Provide access to an eLearning environment. Provide a central service desk function for computer hardware and application software problem resolution. Coordinate Pima County Information Technology 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.

OFFICE OF EMERGENCY MANAGEMENT AND HOMELAND SECURITY

Establish and maintain the highest possible quality emergency prevention, preparedness, response, mitigation and recovery function to protect the lives and property of the residents of Pima County in the event of a natural or man-made disaster through planning; the conduct of training and exercises; the establishment and maintenance of a state-of-the-art Emergency Operations Center; and coordination and communications with all departments within Pima County, emergency response agencies at the local, state, tribal, and federal level, and the public at large. Department goals address:

- Availability of accurate, comprehensive information systems
- Maintenance of a state of the art Emergency Operations Center
- Efficiency of response preparedness to achieve damage minimization in a disaster
- Comprehensiveness of interagency and public outreach

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 Small 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

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 Services-Employment & Training, Economic Development & Tourism, Kino Sports Complex departments, and the Pima County Public Library and Stadium Districts. Department goals address:

- Improve department efficiency
- Increase level of Employee Combined Appeal Program (ECAP) funding
- Obtain additional federal stimulus 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 the 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 SERVICES, EMPLOYMENT & TRAINING

Improve the economic and social sustainability of Pima County by: developing skilled workers; assisting employers to meet workforce needs; mitigating the impact of layoffs through employment services; addressing basic housing needs of low income individuals; helping youth develop into successful adults; maximizing access to public and community resources;

and helping persons with barriers such as homelessness and illiteracy transition into society. Department goals address:

- 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 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. Department goals address:

- Coordination of public funding
- Awareness of Pima County as a travel destination
- Utilization of County Facilities (e.g., County Fairgrounds, Kino Sports Complex)

KINO SPORTS COMPLEX

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

- Increased participation in recreation programs at Kino Community Center
- Landscaping service delivery at various locations

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 community and the local economy. Department goals address:

- Expansion of field usage and availability
- Expansion of gem & mineral shows and other non-sports events
- Maintaining landscapes to a consistently high standard

Justice & Law Enforcement, encompassing the courts, sheriff patrol, investigations, and detention operations, prosecution, as well as public defense responsibilities, working to ensure public safety and provide needed legal services as mandated under constitutional and statutory provisions of County, state, and federal governments.

CLERK OF THE SUPERIOR COURT

Maintain and hold accessible, for the public and the court, all Pima County division records of the Superior Court. Assist the public and all parties dealing with the court system. Establish, execute, and administer policies and procedures in compliance with the statutes of the state of Arizona and the Judicial Merit System. Coordinate the prompt and orderly disposition of the business of the court with the presiding judge and court administrator. Collect and disburse fees. Monitor revenues and expenditures. Provide clerk services during trials and other proceedings. Receive, record, and disburse all court ordered payments of child support, spousal maintenance, and special paternity. Maintain permanent civil, probate, criminal, and child support case files. Department goals address:

- Development of automated processing
- Means to improve operating efficiency
- Improvement in customer service delivery

CONSTABLES

Act as Peace Officer for the Justice Courts. Serve criminal and civil summons. Evict tenants under writs of restitution. Collect debts on writs of execution. Serve restraining orders. Perform arrests and bring defendants to court on civil warrants. Department goals address:

- Compliance with state mandates
- Improvement in quality and efficiency of service delivery

COUNTY ATTORNEY

Represent the state in felony matters occurring throughout Pima County and in all misdemeanor cases occurring in unincorporated areas of Pima County. Provide legal advice to the Board of Supervisors, County departments, and other government entities. Provide advocacy and crisis intervention for victims and witnesses via the Victim Witness Program. Investigate and prosecute racketeering crime and administer resources for all Pima County law enforcement agencies via the Antiracketeering Program. Assist County residents in collecting bad check restitution via the Bad Check Program. Operate the 88-Crime telephone hotline 24 hours a day, receiving citizen tips to assist in solving crimes. Support and administer youth related programs working with nonprofit agencies. Provide community protection by working with neighborhoods in order to reduce trends in youth violence, increase public safety, and reduce crime. Administer the Adult Diversion Program as an alternative to prosecution. Department goals address:

- Protection of Pima County residents' safety and legal rights
- Emphasis on prosecution of violent, dangerous, repetitive offenders
- Community outreach
- Effective representation of Pima County in civil matters
- Improvement in efficiency, particularly in automated systems

INDIGENT DEFENSE

Provide quality legal representation in an efficient, cost effective manner for indigent individuals entitled to appointed counsel. Provide representation in the Superior Court, Juvenile Court, Justice Courts, the Arizona Court of Appeals, Arizona Supreme Court and, in certain circumstances, the federal courts. 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

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. Department 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. Represent children in dependency and severance cases. Improve compliance and enforcement of traffic speed laws through the Photo Traffic Enforcement Program. 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
- Increased safety and compliance with speed limits

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

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

HEALTH

Monitor, protect, and improve the community's health by conducting and coordinating a balanced program of primary, secondary, and tertiary prevention aimed at health promotion, disease prevention, and early, prompt medical treatment. Ensure establishments comply with consumer health and food safety standards. Provide animal control and emergency preparedness/response 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

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), formerly known as Kino Community Hospital. Fund and administer the Pima County Restoration to Competency Program housed at the Pima County Adult Detention Center and fund services provided for program patients at the Arizona State 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
- Terminating contractual health care operations by September 30, 2011
- Completing sale of Posada del Sol by year end

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 enterprise and internal service fund projects), as detailed in the proposed fiscal year 2011/2012 – 2015/2016 Five Year Capital Improvement Program. Department goals address:

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

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

Provide for well planned and well maintained Pima County government facilities through efficient and cost effective management, programs, and delivery of service to the public. Operate and manage Pima County's eight self-supporting, revenue generating parking garage/lot facilities, in order to offer safe, secure parking for employees and the public. 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

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 parks operation and maintenance

OFFICE OF SUSTAINABILITY & CONSERVATION

Ensure that social, environmental, and economic dimensions of sustainability policy adopted by the Board of Supervisors are considered and incorporated into County planning, projects, and development. Department goals address:

- Development of plans for Cultural Resources and Open Space preservation
- Integration of Sonoran Desert Conservation Plan with other County planning efforts
- Ongoing implementation of the County's Sustainable Action Plan

PUBLIC WORKS ADMINISTRATION

Provide administrative services and capital project management and direct the real property function for the departments primarily 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

REGIONAL WASTEWATER RECLAMATION

Protect the public health, safety, and the environment by providing quality service, environmental stewardship, and renewable resources. Department goals address:

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

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

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STATE REPORTS

This section includes copies of Pima County's official State Budget Reports for fiscal year 2011/2012 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 2011/2012

FUND	ADOPTED BUDGETED EXPENSES 2010/2011*	ACTUAL EXPENDITURES/ EXPENSES 2010/2011**	UNRESERVED FUND BAL / NET ASSETS 7/1/2011 (est)***	DIRECT PROPERTY TAX REVENUE 2011/2012	ESTIMATED REVENUE OTHER THAN PROPERTY TAX 2011/2012	PROCEEDS FROM OTHER FINANCING SOURCES 2011/2012	INTERFUND TRANSFERS 2011/2012		TOTAL FINANCIAL RESOURCES AVAILABLE 2011/2012	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011/2012****
							IN	OUT		
GENERAL FUND	487,666,759	441,416,415	53,651,182	287,132,878	173,114,921	0	5,034,530	27,280,056	491,653,455	491,653,455
SPEC REV FUNDS										
COUNTY FREE LIBRARY	34,808,638	34,545,683	12,886,547		1,406,000				43,259,674	32,212,596
EMPLOY & TRAINING	21,947,944	21,947,944	296,560	29,044,489	18,906,048		279,068	77,362	19,481,676	19,185,116
ENV QUALITY	3,132,328	2,969,141	1,535,157		2,687,161		389,694		4,612,012	3,138,951
HEALTH	38,868,491	38,953,576	2,792,030		24,082,945		8,326,123	202,858	34,998,240	32,678,592
REG FLOOD CONTROL	12,227,360	12,227,360	11,751,168	20,178,268	240,500			14,056,214	18,113,722	12,043,950
SOLID WASTE MGMT	6,783,000	5,919,505	2,230,791		4,247,000				6,477,791	6,447,000
STADIUM DISTRICT	4,348,162	4,086,167	1,839,254		1,928,200		3,130,294	3,020,253	3,877,495	4,282,940
TRANSPORTATION	37,312,935	37,312,935	23,380,112		49,042,086		2,900,726	22,279,804	53,043,120	36,753,241
OTHER SPECIAL REV	119,069,372	79,346,366	58,430,740		77,106,392		2,989,524	6,189,560	132,337,096	109,625,058
TOTAL SPECIAL REV	278,498,230	237,308,677	115,142,359	49,222,757	179,646,332	0	18,015,429	45,826,051	316,200,826	256,367,444
CAPITAL PROJECTS	198,701,642	178,809,684	105,311,987		53,977,280	103,000,000	26,048,639		288,337,906	221,159,460
DEBT SERVICE	106,277,555	106,277,928	22,780,434	65,603,403			25,237,058		113,620,895	100,824,209
TOTAL OTHER FUNDS	304,979,197	285,087,612	128,092,421	65,603,403	53,977,280	103,000,000	51,285,697	0	401,958,801	321,983,669
ENTERPRISE FUNDS										
DEVELOPMENT SVCS	6,842,693	6,805,952	3,638,175		5,948,228			143,152	9,443,251	6,674,435
PIMA HEALTH SYS&SVCS	206,833,679	209,151,155	13,551,230		61,061,472			326,202	74,286,500	69,926,412
PARKING GARAGES	1,767,881	1,767,881	2,794,983		2,099,100			2,867	4,891,216	1,743,359
REG WASTEWATER REC	145,308,630	142,043,258	72,537,554		166,423,553	230,000,000		618,385	468,342,722	154,053,548
TOTAL ENT FUNDS	360,752,883	359,768,246	92,521,942	0	235,532,353	230,000,000	0	1,090,606	556,963,689	232,397,754
TOTAL ALL FUNDS	1,431,897,069	1,323,580,950	389,407,904	401,959,038	642,270,886	333,000,000	74,335,656	74,196,713	1,766,776,771	1,302,402,322

* Includes Expenditure/Expense Adjustments Approved in the current year from Schedule E.

** Actual revenues and expenses as of February 28, 2011 plus projected revenues and expenditures/expenses for the remainder of the fiscal year.

*** Amounts in this column represent Fund Balance/Net Asset amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact.

**** FY 2011/12 amounts do not include the impact of the following Capital Improvement Programs: Regional Wastewater (\$238,636,349), Telecommunications (\$2,078,000) and Fleet Services (\$1,647,875).

EXPENDITURE LIMITATION

1. Budgeted Expenditures/Expenses
2. Add/(Subtract): Estimated Net Reconciling Items
3. Budgeted Expenditures/Expenses Adjusted for Reconciling Items
4. Less: Estimated Exclusions
5. Amount Subject to Expenditure Limitation
6. EEC Expenditure Limitation

	2010/11	2011/12
1. Budgeted Expenditures/Expenses	1,431,897,069	1,302,402,322
2. Add/(Subtract): Estimated Net Reconciling Items	(150,362,766)	(146,615,097)
3. Budgeted Expenditures/Expenses Adjusted for Reconciling Items	1,281,534,303	1,155,787,225
4. Less: Estimated Exclusions	765,187,663	654,043,103
5. Amount Subject to Expenditure Limitation	516,346,640	501,744,122
6. EEC Expenditure Limitation	516,346,641	501,744,123

SCHEDULE A

PIMA COUNTY
SUMMARY OF TAX LEVY AND TAX RATE INFORMATION
Fiscal Year 2011/2012

	2010/2011 FISCAL YEAR	2011/2012 FISCAL YEAR
1. Maximum allowable primary property tax levy per A.R.S. §42-17051 (A).	<u>\$324,902,541</u>	<u>\$331,400,592</u>
2. Amount received from primary property taxation in fiscal year 2010/11 in excess of the sum of that year's maximum allowable primary property tax levy A.R.S. §42-17102 (A) (18).	<u>\$0</u>	
3. Property tax levy amount		
A. Primary Property Taxes	<u>\$296,197,333</u>	<u>\$284,023,289</u>
B. Secondary Property Taxes		
General Fund-Override election	\$0	\$0
Debt Service	\$70,069,209	\$65,896,596
Flood Control District	\$22,474,309	\$20,116,215
Library District	\$28,961,940	\$29,231,054
Fire Assistance District	\$4,018,605	\$3,545,455
Total Secondary Property Taxes	<u>\$125,524,063</u>	<u>\$118,789,320</u>
C. Total Property Tax Levy Amounts	<u>\$421,721,396</u>	<u>\$402,812,609</u>
4. Property taxes collected *		
A. Primary property taxes		
(1) 2010/11 year's levy	\$283,367,498	
(2) Prior years' levy	\$9,478,000	
(3) Total primary property taxes	<u>\$292,845,498</u>	
B. Secondary property taxes		
(1) 2010/11 year's levy	\$119,685,615	
(2) Prior years' levy	\$4,244,863	
(3) Total secondary property taxes	<u>\$123,930,478</u>	
C. Total Property Taxes Collected	<u>\$416,775,976</u>	
5. Property Tax Rates		
A. County Tax Rate		
(1) Primary property tax rate	\$3.3133	\$3.4178
(2) Secondary property tax rates		
General Fund-Override election	\$0.0000	\$0.0000
Debt Service	\$0.7500	\$0.7800
Flood Control District	\$0.2635	\$0.2635
Library District	\$0.3100	\$0.3460
Fire District Assistance	\$0.0430	\$0.0418
(3) Total County Tax Rate	<u>\$4.6798</u>	<u>\$4.8491</u>
B. Special Assessment district tax rates		
Secondary property tax rates	<u>See Second Page</u>	<u>See Second Page</u>

* 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 2011/2012

	<u>2010/2011</u> <u>FISCAL YEAR</u>	<u>2011/2012</u> <u>FISCAL YEAR</u>
Special Assessment district tax rates		
Secondary property tax rates (Continued)		
Street Lighting Improvement Districts		
Cardinal Est.	0.8114	0.8201
Carriage Hills Est. No. 1	0.1558	0.1312
Carriage Hills Est. No. 3	0.1317	0.1074
Desert Steppes	0.1381	0.1232
Hermosa Hills Estates	0.0717	0.0645
Lakeside #1	0.1539	0.1397
Littletown	0.4368	0.3824
Longview Est. #1	0.1660	0.1508
Longview Est. #2	0.1572	0.1480
Manana Grande B	0.1653	0.1263
Manana Grande C	0.2019	0.1831
Midvale Park	0.1124	0.0963
Mortimore Addition	0.3645	0.3781
Oaktree No. 1	1.3050	1.2238
Oaktree No. 2	1.3763	1.2510
Oaktree No. 3	1.4593	1.2854
Orange Grove Valley	0.2507	0.2304
Peach Valley	0.3133	0.2926
Peppertree Ranch	0.0512	0.0418
Rolling Hills	0.1239	0.1140
Salida Del Sol	1.0984	1.1325
Other Improvement District		
Hayhook Ranch Improvement District	2.8532	3.1794

**PIMA COUNTY
SUMMARY BY FUND TYPE OF REVENUES
FISCAL YEAR 2011/12**

SOURCE OF REVENUES	ADOPTED REVENUES 2010/2011	ESTIMATED REVENUES 2010/2011*	ADOPTED REVENUES 2011/12
GENERAL FUND			
PROPERTY TAX			
Real Property Taxes	282,551,788	281,924,998	269,223,726
Personal Property Taxes	11,234,636	10,920,500	10,703,865
Penalties/Delinq Taxes	745,862	950,096	912,460
Interest/Delinq Taxes	6,865,349	6,560,000	6,292,827
TOTAL PROPERTY TAX	301,397,635	300,355,594	287,132,878
LICENSES & PERMITS			
Business Licenses & Permits	2,463,032	2,543,300	2,612,500
TOTAL LICENSES & PERMITS	2,463,032	2,543,300	2,612,500
INTERGOVERNMENTAL			
Federal Grants & Aid	3,848,640	4,385,897	4,060,216
State Grants & Aid	5,189,833	572,510	5,134,018
Sales & Use Tax	83,000,000	85,500,000	86,228,700
Shared Vehicle License Tax	24,700,000	23,550,000	23,255,000
Alcoholic Beverages	41,000	39,600	41,000
City Participation	926,959	930,159	42,189
Transient Lodging Tax	4,309,978	4,626,720	4,651,352
TOTAL INTERGOVERNMENTAL	122,016,410	119,604,886	123,412,475
CHARGES FOR SERVICES			
Interdepartmental Charges	125,000	125,000	110,000
Health Fees	989,000	989,000	989,000
Court Fees	4,825,193	4,862,335	4,966,765
General Government	3,113,833	2,591,291	2,648,800
Correctional Housing	7,994,350	7,292,350	7,147,000
Recorder Fees	1,874,040	1,874,040	2,130,400
Sheriff Dept Fees	1,178,000	1,178,000	1,228,000
Culture & Recreation Fees	855,550	707,750	845,850
Contributions/Pub Enterprises	15,635,804	15,635,804	16,488,439
TOTAL CHARGES FOR SERVICES	36,590,770	35,255,570	36,554,254
FINES AND FORFEITS			
Justice Courts - Fines & Forfeits	6,250,832	4,685,668	4,421,193
Superior Court - Fines & Forfeits	222,000	222,000	222,000
Other Fines & Forfeits	1,209,000	1,209,000	1,150,000
TOTAL FINES & FORFEITS	7,681,832	6,116,668	5,793,193
INTEREST			
Interest	871,336	304,799	469,611
TOTAL INTEREST	871,336	304,799	469,611
MISCELLANEOUS			
Rents and Royalties	2,883,800	3,107,415	2,917,210
Other Misc. Revenues	1,643,132	1,619,979	1,355,678
TOTAL MISC. REVENUES	4,526,932	4,727,394	4,272,888
TOTAL GENERAL FUND REVENUE	475,547,947	468,908,211	460,247,799

SCHEDULE C

**PIMA COUNTY
SUMMARY BY FUND TYPE OF REVENUES
FISCAL YEAR 2011/12**

SOURCE OF REVENUES	ADOPTED REVENUES 2010/2011	ESTIMATED REVENUES 2010/2011*	ADOPTED REVENUES 2011/12
SPECIAL REVENUE FUNDS			
COUNTY FREE LIBRARY			
Property Taxes	28,424,891	28,603,839	29,044,489
Intergovernmental	407,780	387,434	435,000
Fines & Forfeits	600,000	600,000	600,000
Interest	271,000	71,000	51,000
Miscellaneous	320,000	320,000	320,000
TOTAL COUNTY FREE LIBRARY	30,023,671	29,982,273	30,450,489
EMPLOYMENT AND TRAINING			
Intergovernmental	21,471,134	21,471,134	18,712,423
Miscellaneous	193,492	193,492	193,625
TOTAL EMP AND TRAINING	21,664,626	21,664,626	18,906,048
ENVIRONMENTAL QUALITY			
Licenses and Permits	1,921,425	1,895,750	1,896,200
Intergovernmental	760,898	773,900	758,111
Fines & Forfeits	0	112,000	0
Interest	17,500	11,500	15,000
Miscellaneous	17,850	17,850	17,850
TOTAL ENVIRONMENTAL QUALITY	2,717,673	2,811,000	2,687,161
IMPROVEMENT DISTRICTS			
Special Assessment	303,619	308,296	264,884
TOTAL IMPROVEMENT DISTRICTS	303,619	308,296	264,884
HEALTH			
Licenses and Permits	2,729,169	2,813,035	2,829,169
Intergovernmental	23,064,123	23,713,924	17,814,381
Charges for Services	3,476,154	3,336,754	3,191,660
Fines and Forfeits	200,557	200,557	158,260
Interest	0	10,000	0
Miscellaneous	111,319	113,671	89,475
TOTAL HEALTH	29,581,322	30,187,941	24,082,945
REGIONAL FLOOD CONTROL DISTRICT			
Property Taxes	22,220,943	22,220,943	20,178,268
Intergovernmental	10,000	10,000	0
Charges for Services	25,000	25,000	25,000
Interest	35,000	35,000	35,000
Miscellaneous	180,500	180,500	180,500
TOTAL REG FLOOD CONTROL DIST	22,471,443	22,471,443	20,418,768
SOLID WASTE MANAGEMENT			
Intergovernmental	1,050,000	1,050,000	1,050,000
Charges for Services	3,072,500	3,169,105	3,151,400
Interest	30,000	2,100	10,000
Miscellaneous	33,500	71,300	35,600
TOTAL SOLID WASTE MANAGEMENT	4,186,000	4,292,505	4,247,000

SCHEDULE C

**PIMA COUNTY
SUMMARY BY FUND TYPE OF REVENUES
FISCAL YEAR 2011/12**

SOURCE OF REVENUES	ADOPTED REVENUES 2010/2011	ESTIMATED REVENUES 2010/2011*	ADOPTED REVENUES 2011/12
STADIUM DISTRICT			
Intergovernmental	1,427,441	1,506,602	1,496,700
Charges for Services	0	51,950	38,700
Interest	60,000	60,000	12,000
Miscellaneous	308,700	308,700	380,800
TOTAL STADIUM DISTRICT	1,796,141	1,927,252	1,928,200
TRANSPORTATION			
Licenses and Permits	200,078	200,078	821,600
Intergovernmental	50,391,019	50,217,918	47,811,694
Charges for Services	125,345	125,345	120,061
Interest	218,647	218,647	117,831
Miscellaneous	204,802	204,802	170,900
TOTAL TRANSPORTATION	51,139,891	50,966,790	49,042,086
OTHER SPECIAL REVENUE FUNDS & GRANTS			
Intergovernmental	68,209,617	60,863,129	60,841,962
Charges for Services	7,176,283	7,281,135	7,344,751
Fines and Forfeits	559,801	470,800	426,500
Interest	477,292	460,543	265,636
Miscellaneous	9,344,839	8,197,839	7,962,659
TOTAL OTHER SP REV & GRANTS	85,767,832	77,273,446	76,841,508
TOTAL SPECIAL REVENUE FUNDS	249,652,218	241,885,572	228,869,089
DEBT SERVICE			
Property Taxes	68,771,301	68,771,301	65,603,403
Intergovernmental	7,500	7,500	0
Interest	1,000,000	611,250	0
TOTAL DEBT SERVICE	69,778,801	69,390,051	65,603,403
CAPITAL PROJECTS			
Intergovernmental	67,260,836	57,419,059	49,384,375
Charges for Services	6,665,200	4,265,933	3,655,905
Interest	0	60,202	0
Miscellaneous	404,342	548,455	937,000
TOTAL CAPITAL PROJECTS	74,330,378	62,293,649	53,977,280
ENTERPRISE FUNDS			
DEVELOPMENT SERVICES			
Licenses and Permits	5,148,436	4,695,531	4,776,070
Intergovernmental	120,368	120,368	76,782
Charges for Services	905,771	805,771	876,046
Interest	30,000	13,640	10,009
Miscellaneous	286,668	286,668	209,321
TOTAL DEVELOPMENT SERVICES	6,491,243	5,921,978	5,948,228
PIMA HEALTH SYSTEM & SERVICES			
Intergovernmental	5,002,190	5,002,190	0
Charges for Services	201,389,095	204,338,531	61,013,127
Interest	672,360	314,172	31,345
Miscellaneous	135,128	215,693	17,000
TOTAL PIMA HEALTH SYS & SVCS	207,198,773	209,870,586	61,061,472

SCHEDULE C

**PIMA COUNTY
SUMMARY BY FUND TYPE OF REVENUES
FISCAL YEAR 2011/12**

SOURCE OF REVENUES	ADOPTED REVENUES 2010/2011	ESTIMATED REVENUES 2010/2011*	ADOPTED REVENUES 2011/12
PARKING GARAGES			
Charges for Services	195,180	195,180	244,380
Interest	40,824	14,250	20,000
Miscellaneous	1,923,660	1,923,660	1,834,720
TOTAL PARKING GARAGES	2,159,664	2,133,090	2,099,100
REGIONAL WASTEWATER RECLAMATION			
Licenses and Permits	18,000	18,000	18,600
Charges for Services	150,124,993	146,245,238	159,899,483
Fines and Forfeits	15,000	15,000	24,262
Interest	373,371	179,263	399,208
Miscellaneous	0	1,052,587	82,000
Capital Contributions	10,000,000	3,000,000	6,000,000
TOTAL WASTEWATER RECLAMATION	160,531,364	150,510,088	166,423,553
TOTAL ENTERPRISE FUNDS	376,381,044	368,435,742	235,532,353
GRAND TOTAL ALL FUNDS	1,245,690,388	1,210,913,225	1,044,229,924

* These amounts include actual revenues recognized on the modified accrual or accrual basis as of February 28, 2011 plus projected revenues for the remainder of the fiscal year.

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2011/12

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS	
	2011/2012	IN	OUT
<u>General Fund</u>			
Capital Projects - Information Technology			830,000
Capital Projects - PimaCore			2,057,359
Debt Service - COPs 2007			2,907,100
Debt Service - COPs Jail Facility			3,009,985
Debt Service - COPs 2010			1,503,183
Economic Development & Tourism			398,259
Employee Benefit Liability Fund			1,000,000
Employment & Training			279,068
Environmental Quality - Air Quality			389,694
Facilities Renewal Fund - Rental O&M		1,232,915	
Health - General Fund Support			8,326,123
Improvement Districts Formation Fund			48,265
Information Technology Enhancement Fund			500,000
Neighborhood Reinvestment - Operating Costs		429,630	
Parks Special Programs - Loan Repayment		242,000	
Stadium District - Ball Fields Maintenance			1,058,002
Stadium District - Debt Service		3,009,985	
Stadium District - Hotel Tax Proceeds			1,882,690
Stadium District - KERP			189,602
Sheriff Inmate Welfare Fund - Inmate Health		120,000	
Transportation - Public Transit			2,780,064
Transportation - Graffiti			120,662
Total General Fund	0	5,034,530	27,280,056
<u>Special Revenue Funds</u>			
County Free Library - COPs 2010 Debt Service			77,362
Economic Development & Tourism			
General Fund - Tourism Events		398,259	
Economic Development & Tourism - General Fund		398,259	0
Employee Benefit Liability Fund - General Fund		1,000,000	
Employment & Training - General Fund		279,068	
Environmental Quality - Air Quality - General Fund		389,694	
Facilities Renewal Fund			
Capital Projects			2,330,298
General Fund - Rental O&M			1,232,915
Total Facilities Renewal Fund		0	3,563,213
Health			
Capital Projects - HDHIMS			128,000
Debt Service - COPs 2010			74,858
General Fund Subsidy		8,326,123	
Total Health		8,326,123	202,858

SCHEDULE D

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2011/12

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2011/2012	INTERFUND TRANSFERS 2011/2012	
		IN	OUT
Information Technology Enhancement Fund			
Capital Projects			615,000
General Fund		500,000	
Total Information Technology Enhancement Fund		500,000	615,000
Improvement Districts Formation Fund - Gen Fund		48,265	
Indigent Defense Fill the Gap - Capital Projects			176,717
Neighborhood Reinvestment-General Fund			429,630
Parks Special Programs - Loan Repayment			242,000
Regional Flood Control			
Capital Projects			14,000,000
Debt Service - COPs 2010			50,226
Capital Projects - PimaCore			5,988
Total Regional Flood Control		0	14,056,214
Sheriff Commissary Operations			1,043,000
Sheriff Inmate Welfare Fund			
Sheriff Commissary Operations		1,043,000	
General Fund - Inmate Health			120,000
Total Sheriff Inmate Welfare Fund		1,043,000	120,000
Transportation			
Capital Projects			5,700,000
Debt Service - COPs 2010			170,230
Debt Service - Transportation Bonds			16,409,574
General Fund - Public Transit		2,780,064	
General Fund - Graffiti		120,662	
Total Transportation		2,900,726	22,279,804
Stadium District			
Debt Service - COPs 2010			10,268
General Fund - Ball Fields Maintenance		1,058,002	
General Fund Debt Service			3,009,985
General Fund - Hotel Tax Proceeds		1,882,690	
General Fund - KERP		189,602	
Total Stadium District		3,130,294	3,020,253
Total Special Revenue Funds		18,015,429	45,826,051
Capital Projects			
Bond Proceeds - General Obligation	60,000,000		
COPs 2012	37,000,000		
Bond Proceeds - Transportation	6,000,000		
Facilities Renewal Fund		2,330,298	
Development Services - PimaCore		128,476	
General Fund - PimaCore		2,057,359	
Health - HDHIMS		128,000	
Indigent Defense Fill the Gap		176,717	

SCHEDULE D

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2011/12

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS	
	2011/2012	IN	OUT
Information Technology Enhancement Fund		615,000	
Information Technology		830,000	
Regional Flood Control		14,000,000	
Regional Flood Control - PimaCore		5,988	
Regional Wastewater Recl - PimaCore		5,551	
Risk Management - PimaCore		71,250	
Transportation - Capital Projects		5,700,000	
Total Capital Projects	103,000,000	26,048,639	0
<u>Debt Service</u>			
County Free Library - COPs 2010		77,362	
Development Services - COPs 2010		14,676	
Fleet Services - COPs 2010		24,824	
General Fund - COPs 2007		2,907,100	
General Fund - COPs Jail Facility		3,009,985	
General Fund - COPs 2010		1,503,183	
Graphic Services - Printing COPS 2010		2,184	
Health - COPs 2010		74,858	
Parking Garages - COPs 2010		2,867	
Pima Health System - COPs 2010		326,202	
Regional Flood Control - COPs 2010		50,226	
Regional Wastewater - COPs 2009		176,000	
Regional Wastewater - COPs 2010		436,834	
Risk Management - COPs 2010		30,263	
Stadium District - COPs 2010		10,268	
Telecommunications - COPs 2010		10,422	
Transportation - Transportation Bonds		16,409,574	
Transportation - COPs 2010		170,230	
Total Debt Service	0	25,237,058	0
<u>Enterprise Funds</u>			
Development Services			
Capital Projects - PimaCore			128,476
Debt Service - COPs 2010			14,676
Total Development Services	0	0	143,152
Parking Garages - COPs 2010 Debt Service			2,867
Pima Health System - COPs 2010 Debt Service			326,202
Regional Wastewater Reclamation			
Capital Projects-PimaCore			5,551
Sewer Obligation Bonds	230,000,000		
Debt Service - COPs 2010			436,834
Debt Service - COPs 2009			176,000
Total Regional Wastewater Reclamation	230,000,000	0	618,385
Total Enterprise Funds	230,000,000	0	1,090,606
Grand Total	333,000,000	74,335,656	74,196,713

SCHEDULE D

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2011/12

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS	
	2011/2012	IN	OUT
THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY			
Internal Service Funds			
Fleet Services - COPs 2010 Debt Service			24,824
Graphic Services - Printing - COPs 2010 Debt Svc			2,184
Risk Management - Pimacore			
Capital Projects - PimaCore			71,250
Debt Service - COPs 2010			30,263
Total Risk Management			101,513
Telecommunications - COPs 2010 Debt Service			10,422
Total Internal Service Funds	0	0	138,943

SCHEDULE D

PIMA COUNTY
SUMMARY BY DEPARTMENT OF EXPENDITURES/EXPENSES WITHIN EACH FUND TYPE
FISCAL YEAR 2011/12

FUND/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2010/2011	EXPENSE ADJUSTMENTS APPROVED 2010/2011	ESTIMATED EXPENDITURE/ EXPENSES 2010/2011*	ADOPTED EXPENDITURE/ EXPENSES 2011/2012
GENERAL FUND				
COUNTY ADMINISTRATION				
ASSESSOR	8,361,835	0	8,361,835	8,454,706
BOARD OF SUPERVISORS	1,887,300	0	1,887,300	1,922,807
CENTRAL ADMINISTRATION	30,803,413	0	28,767,513	27,990,779
COUNTY ADMINISTRATOR	1,797,318	0	1,797,318	1,496,062
NON DEPARTMENTAL	62,849,799	0	21,079,584	57,693,533
RECORDER	3,207,686	0	3,192,843	2,547,710
TREASURER	2,443,691	0	2,021,069	2,455,542
TOTAL COUNTY ADMINISTRATION	111,351,042	0	67,107,462	102,561,139
COMMUNITY & ECONOMIC DEVELOPMENT				
COMMUNITY & ECONOMIC DEVELOPMENT	12,394,500	0	12,226,038	12,407,015
SCHOOL SUPERINTENDENT	1,581,706	0	1,577,261	1,539,406
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	13,976,206	0	13,803,299	13,946,421
JUSTICE & LAW ENFORCEMENT				
CLERK OF SUPERIOR COURT	10,040,557	0	10,040,557	10,187,755
CONSTABLES	1,038,444	0	1,046,121	1,086,631
COUNTY ATTORNEY	19,284,925	0	19,279,585	19,502,037
JUSTICE & LAW ENFORCEMENT	30,237,139	0	29,366,894	29,819,941
JUSTICE COURTS	7,715,160	0	7,715,340	7,810,336
JUVENILE COURT CENTER	21,963,265	0	21,100,669	22,445,147
SHERIFF	118,050,964	0	117,896,668	121,876,768
SUPERIOR COURT	27,741,004	0	27,741,004	28,153,355
SUPERIOR COURT MANDATED SVCS	1,823,525	0	1,819,808	1,823,525
TOTAL JUSTICE & LAW ENFORCEMENT	237,894,983	0	236,006,646	242,705,495
OFFICE OF MEDICAL & HEALTH SERVICES	94,403,354	0	94,570,455	100,824,913
PUBLIC WORKS	30,041,174	0	29,928,553	31,615,487
TOTAL GENERAL FUND	487,666,759	0	441,416,415	491,653,455
SPECIAL REVENUE FUNDS				
COUNTY ADMINISTRATION				
COUNTY ADMINISTRATOR GRANTS	0	0	23,762	0
ELECTIONS GRANTS	1,173,291	0	0	1,166,200
EMERGENCY MGMT/HOMELAND SECURITY GRANTS	0	0	0	1,098,818
EMPLOYEE BENEFIT LIABILITY FUND	1,000,000	0	1,000,000	1,000,000
FORENSIC SCIENCE CENTER GRANTS	39,320	0	310,169	360,958
IMPROVEMENT DISTRICTS FORMATION FUND	59,818	0	58,678	45,829
IMPROVEMENT DISTRICTS	28,705	0	29,359	9,243
INFORMATION TECHNOLOGY ENHANCEMENT FUND	1,930,000	0	393,000	0
PHS TRANSITION FUND	0	0	0	2,596,685
PROPERTY TAX STABILIZATION FUND	22,354,490	0	0	22,376,589
RECORDER-DOC STOR & RETRIEVAL	1,505,285	0	1,484,321	1,675,601
TAXPAYER INFORMATION FUND	611,547	0	188,631	505,816
TOTAL COUNTY ADMINISTRATION	28,702,456	0	3,487,920	30,835,739
COMMUNITY & ECONOMIC DEVELOPMENT				
COMMUNITY DEVELOPMENT GRANTS	21,139,021	0	14,478,032	17,360,196
COUNTY FREE LIBRARY	34,628,638	0	34,386,031	32,032,596
COUNTY FREE LIBRARY GRANTS	180,000	0	159,652	180,000
ECONOMIC DEVELOPMENT & TOURISM	1,359,496	0	1,359,496	1,473,706
EMPLOYMENT & TRAINING	20,696,859	0	20,696,859	18,119,458
HOUSING TRUST FUND	1,000,000	0	0	100,000
NEIGHBORHOOD CONSERVATION	716,390	0	0	286,760
PIMA VOCATIONAL HIGH SCHOOL	1,251,085	0	1,251,085	1,065,658
SCHOOL RESERVE FUND	4,226,700	0	4,226,700	3,643,000
STADIUM DISTRICT	4,348,162	0	4,086,167	4,282,940
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	89,546,351	0	80,644,022	78,544,314

SCHEDULE E

PIMA COUNTY
SUMMARY BY DEPARTMENT OF EXPENDITURES/EXPENSES WITHIN EACH FUND TYPE
FISCAL YEAR 2011/12

FUND/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2010/2011	EXPENSE ADJUSTMENTS APPROVED 2010/2011	ESTIMATED EXPENDITURE/ EXPENSES 2010/2011*	ADOPTED EXPENDITURE/ EXPENSES 2011/2012
JUSTICE & LAW ENFORCEMENT				
CLERK OF THE COURT SPECIAL PROGRAMS	1,438,393	0	1,669,651	1,185,676
COUNTY ATTORNEY GRANTS	4,379,185	0	4,107,314	5,408,404
COUNTY ATTY SPECIAL PROGRAMS	7,038,531	0	6,354,604	7,591,793
INDIGENT DEFENSE SPECIAL PROGRAMS	977,691	0	476,654	695,953
JUSTICE COURTS GRANTS	117,761	0	117,761	132,253
JUSTICE COURTS SPECIAL PROGRAMS	1,868,303	0	1,056,122	1,938,488
JUVENILE COURT GRANTS	9,450,887	0	9,450,212	9,624,253
JUVENILE COURT SPECIAL PROGRAMS	618,801	0	451,214	334,553
SHERIFF GRANTS	12,564,023	0	13,059,278	8,383,929
SHERIFF SPECIAL PROGRAMS	4,229,355	0	4,014,355	3,808,527
SUPERIOR COURT GRANTS	9,510,967	0	9,471,242	9,447,998
SUPERIOR COURT SPECIAL PROGRAMS	5,058,528	0	4,656,558	6,003,730
TOTAL JUSTICE & LAW ENFORCEMENT	57,252,425	0	54,884,965	54,555,557
OFFICE OF MEDICAL & HEALTH SERVICES				
EMERGENCY MGMT/HOMELAND SECURITY GRANTS	2,049,222	0	2,281,316	0
OFC OF EMERG MGMT & HOMELAND SECURITY	549,018	0	549,018	0
HEALTH	16,835,064	0	16,717,317	16,700,433
HEALTH GRANTS	19,435,187	0	19,405,925	15,978,159
TOTAL OFFICE OF MEDICAL & HEALTH SERVICES	38,868,491	0	38,953,576	32,678,592
PUBLIC WORKS				
ENVIRONMENTAL QUALITY	2,371,330	0	2,195,141	2,380,840
ENVIRONMENTAL QUALITY GRANTS	760,998	0	774,000	758,111
FACILITIES MANAGEMENT GRANTS	1,576,696	0	0	50,000
FACILITIES RENEWAL FUND	2,615,000	0	653,106	715,100
PARKS & RECREATION GRANTS	35,500	0	35,147	85,000
PARKS SPECIAL PROGRAMS	445,688	0	221,000	520,000
REGIONAL FLOOD CONTROL DISTRICT	12,227,360	0	12,227,360	12,043,950
SOLID WASTE MANAGEMENT	5,365,000	0	4,530,305	5,065,000
TIRE FUND	1,418,000	0	1,389,200	1,382,000
TRANSPORTATION	37,312,935	0	37,312,935	36,753,241
TOTAL PUBLIC WORKS	64,128,507	0	59,338,194	59,753,242
TOTAL SPECIAL REVENUE FUNDS	278,498,230	0	237,308,677	256,367,444
DEBT SERVICE FUND	106,277,555	0	106,277,928	100,824,209
CAPITAL PROJECTS FUND	198,701,642	0	178,809,684	221,159,460
ENTERPRISE FUNDS				
OFFICE OF MEDICAL & HEALTH SERVICES				
PIMA HEALTH SYSTEM & SERVICES	206,833,679	0	209,151,155	69,926,412
TOTAL OFFICE OF MEDICAL & HEALTH SERVICES	206,833,679	0	209,151,155	69,926,412
PUBLIC WORKS				
DEVELOPMENT SERVICES	6,842,693	0	6,805,952	6,674,435
PARKING GARAGES	1,767,881	0	1,767,881	1,743,359
REGIONAL WASTEWATER RECLAMATION	143,958,630	0	141,213,431	153,731,548
WASTEWATER SYSTEM DEVELOPMENT FUND	1,350,000	0	829,827	322,000
TOTAL PUBLIC WORKS	153,919,204	0	150,617,091	162,471,342
TOTAL ENTERPRISE FUNDS	360,752,883	0	359,768,246	232,397,754
GRAND TOTAL ALL FUNDS	1,431,897,069	0	1,323,580,950	1,302,402,322

* These amounts include actual expenditures/expenses recognized on the modified accrual or accrual basis as of February 28, 2011 plus projected expenditures/expenses for the remainder of the fiscal year.

SCHEDULE E

PIMA COUNTY
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES
FISCAL YEAR 2011/2012

FUNCTIONAL AREA/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010/2011	EXPENDITURES/ EXPENSE ADJUSTMENTS APPROVED 2010/2011	ESTIMATED EXPENDITURES/ EXPENSES 2010/2011*	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011/2012
COUNTY ADMINISTRATION				
ASSESSOR GENERAL FUND	8,361,835	0	8,361,835	8,454,706
BOARD OF SUPERVISORS GENERAL FUND	1,887,300	0	1,887,300	1,922,807
COUNTY ADMINISTRATION				
CENTRAL ADMINISTRATION GENERAL FUND	30,803,413	0	28,767,513	27,990,779
COUNTY ADMINISTRATOR GENERAL FUND	1,797,318	0	1,797,318	1,496,062
COUNTY ADMINISTRATOR GRANTS	0	0	23,762	0
DEBT SERVICE FUND	106,277,555	0	106,277,928	100,824,209
ELECTIONS GRANTS	1,173,291	0	0	1,166,200
EMERGENCY MGMT/HOMELAND SECURITY GRANTS	0	0	0	1,098,818
EMPLOYEE BENEFIT LIABILITY FUND	1,000,000	0	1,000,000	1,000,000
FORENSIC SCIENCE CENTER GRANTS	39,320	0	310,169	360,958
IMPROVEMENT DISTRICTS	28,705	0	29,359	9,243
IMPROVEMENT DISTRICTS FORMATION FUND	59,818	0	58,678	45,829
INFORMATION TECHNOLOGY ENHANCEMENT FUND	1,930,000	0	393,000	0
NON DEPARTMENTAL GENERAL FUND	62,849,799	0	21,079,584	57,693,533
PHS TRANSITION FUND	0	0	0	2,596,685
PROPERTY TAX STABILIZATION FUND	22,354,490	0	0	22,376,589
TOTAL COUNTY ADMINISTRATION	228,313,709	0	159,737,311	216,658,905
RECORDER				
RECORDER GENERAL FUND	3,207,686	0	3,192,843	2,547,710
RECORDER - DOC STOR & RETRIEVAL	1,505,285	0	1,484,321	1,675,601
TOTAL RECORDER	4,712,971	0	4,677,164	4,223,311
TREASURER				
TAXPAYER INFORMATION FUND	611,547	0	188,631	505,816
TREASURER GENERAL FUND	2,443,691	0	2,021,069	2,455,542
TOTAL TREASURER	3,055,238	0	2,209,700	2,961,358
TOTAL COUNTY ADMINISTRATION	246,331,053	0	176,873,310	234,221,087
COMMUNITY & ECONOMIC DEVELOPMENT				
COMMUNITY & ECONOMIC DEVELOPMENT				
COMMUNITY & ECON DEVELOP GENERAL FUND	12,394,500	0	12,226,038	12,407,015
COMMUNITY DEVELOPMENT GRANTS	21,139,021	0	14,478,032	17,360,196
EMPLOYMENT & TRAINING	20,696,859	0	20,696,859	18,119,458
HOUSING TRUST FUND	1,000,000	0	0	100,000
NEIGHBORHOOD CONSERVATION	716,390	0	0	286,760
PIMA VOCATIONAL HIGH SCHOOL	1,251,085	0	1,251,085	1,065,658
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	57,197,855	0	48,652,014	49,339,087
COUNTY FREE LIBRARY				
COUNTY FREE LIBRARY	34,628,638	0	34,386,031	32,032,596
COUNTY FREE LIBRARY GRANTS	180,000	0	159,652	180,000
TOTAL COUNTY FREE LIBRARY	34,808,638	0	34,545,683	32,212,596
ECONOMIC DEVELOPMENT & TOURISM	1,359,496	0	1,359,496	1,473,706
SCHOOL SUPERINTENDENT				
SCHOOLS GENERAL FUND	1,581,706	0	1,577,261	1,539,406
SCHOOL RESERVE FUND	4,226,700	0	4,226,700	3,643,000
TOTAL SCHOOL SUPERINTENDENT	5,808,406	0	5,803,961	5,182,406
STADIUM DISTRICT	4,348,162	0	4,086,167	4,282,940
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	103,522,557	0	94,447,321	92,490,735

SCHEDULE F

PIMA COUNTY
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES
FISCAL YEAR 2011/2012

FUNCTIONAL AREA/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010/2011	EXPENDITURES/ EXPENSE ADJUSTMENTS APPROVED 2010/2011	ESTIMATED EXPENDITURES/ EXPENSES 2010/2011*	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011/2012
JUSTICE & LAW ENFORCEMENT				
CLERK OF SUPERIOR COURT				
CLERK OF SUPERIOR COURT GENERAL FUND	10,040,557	0	10,040,557	10,187,755
CLERK OF THE COURT SPECIAL PROGRAMS	1,438,393	0	1,669,651	1,185,676
TOTAL CLERK OF SUPERIOR COURT	11,478,950	0	11,710,208	11,373,431
CONSTABLES GENERAL FUND	1,038,444	0	1,046,121	1,086,631
COUNTY ATTORNEY				
COUNTY ATTORNEY GENERAL FUND	19,284,925	0	19,279,585	19,502,037
COUNTY ATTORNEY GRANTS	4,379,185	0	4,107,314	5,408,404
COUNTY ATTORNEY SPECIAL PROGRAMS	7,038,531	0	6,354,604	7,591,793
TOTAL COUNTY ATTORNEY	30,702,641	0	29,741,503	32,502,234
JUSTICE & LAW ENFORCEMENT				
JUSTICE & LAW ENFORCEMENT GENERAL FUND	30,237,139	0	29,366,894	29,819,941
INDIGENT DEFENSE SPECIAL PROGRAMS	977,691	0	476,654	695,953
TOTAL JUSTICE & LAW ENFORCEMENT	31,214,830	0	29,843,548	30,515,894
JUSTICE COURTS				
JUSTICE COURTS GENERAL FUND	7,715,160	0	7,715,340	7,810,336
JUSTICE COURTS GRANTS	117,761	0	117,761	132,253
JUSTICE COURT SPECIAL PROGRAMS	1,868,303	0	1,056,122	1,938,488
TOTAL JUSTICE COURTS	9,701,224	0	8,889,223	9,881,077
JUVENILE COURT CENTER				
JUVENILE COURT CENTER GENERAL FUND	21,963,265	0	21,100,669	22,445,147
JUVENILE COURT GRANTS	9,450,887	0	9,450,212	9,624,253
JUVENILE COURT SPECIAL PROGRAMS	618,801	0	451,214	334,553
TOTAL JUVENILE COURT CENTER	32,032,953	0	31,002,095	32,403,953
SHERIFF				
SHERIFF GENERAL FUND	118,050,964	0	117,896,668	121,876,768
SHERIFF GRANTS	12,564,023	0	13,059,278	8,383,929
SHERIFF SPECIAL PROGRAMS	4,229,355	0	4,014,355	3,808,527
TOTAL SHERIFF	134,844,342	0	134,970,301	134,069,224
SUPERIOR COURT				
SUPERIOR COURT GENERAL FUND	27,741,004	0	27,741,004	28,153,355
SUPERIOR COURT GRANTS	9,510,967	0	9,471,242	9,447,998
SUPERIOR COURT MANDATED SERVICES	1,823,525	0	1,819,808	1,823,525
SUPERIOR COURT SPECIAL PROGRAMS	5,058,528	0	4,656,558	6,003,730
TOTAL SUPERIOR COURT	44,134,024	0	43,688,612	45,428,608
TOTAL JUSTICE & LAW ENFORCEMENT	295,147,408	0	290,891,611	297,261,052
OFFICE OF MEDICAL & HEALTH SERVICES				
INSTITUTIONAL HEALTH				
INSTITUTIONAL HEALTH GENERAL FUND	94,403,354	0	94,570,455	100,824,913
TOTAL INSTITUTIONAL HEALTH	94,403,354	0	94,570,455	100,824,913
PIMA HEALTH SYSTEM & SERVICES				
PIMA HEALTH SYSTEM & SERVICES	206,833,679	0	209,151,155	69,926,412
TOTAL PIMA HEALTH SYSTEM & SERVICES	206,833,679	0	209,151,155	69,926,412
EMERGENCY MGMT/HOMELAND SECURITY GRANTS	2,049,222	0	2,281,316	0
OFC OF EMERG MGMT & HOMELAND SECURITY	549,018	0	549,018	0
HEALTH	16,835,064	0	16,717,317	16,700,433
HEALTH GRANTS	19,435,187	0	19,405,925	15,978,159
TOTAL PUBLIC HEALTH	38,868,491	0	38,953,576	32,678,592
TOTAL OFFICE OF MEDICAL & HEALTH SERVICES	340,105,524	0	342,675,186	203,429,917

SCHEDULE F

PIMA COUNTY
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES
FISCAL YEAR 2011/2012

FUNCTIONAL AREA/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2010/2011	EXPENDITURES/ EXPENSE ADJUSTMENTS APPROVED 2010/2011	ESTIMATED EXPENDITURES/ EXPENSES 2010/2011*	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2011/2012
PUBLIC WORKS				
CAPITAL PROJECTS FUND	198,701,642	0	178,809,684	221,159,460
DEVELOPMENT SERVICES	6,842,693	0	6,805,952	6,674,435
ENVIRONMENTAL QUALITY				
ENVIRONMENTAL QUALITY GRANTS	760,998	0	2,195,141	758,111
ENVIRONMENTAL QUALITY	2,371,330	0	774,000	2,380,840
SOLID WASTE MANAGEMENT	5,365,000	0	4,530,305	5,065,000
TIRE FUND	1,418,000	0	1,389,200	1,382,000
TOTAL ENVIRONMENTAL QUALITY	9,915,328	0	8,888,646	9,585,951
PUBLIC WORKS				
FACILITIES MANAGEMENT GRANTS	1,576,696	0	0	50,000
FACILITIES RENEWAL FUND	2,615,000	0	653,106	715,100
PARKING GARAGES	1,767,881	0	1,767,881	1,743,359
PARKS & RECREATION GRANTS	35,500	0	35,147	85,000
PARKS SPECIAL PROGRAMS	445,688	0	221,000	520,000
PUBLIC WORKS GENERAL FUND	30,041,174	0	29,928,553	31,615,487
TOTAL PUBLIC WORKS	36,481,939	0	32,605,687	34,728,946
REGIONAL FLOOD CONTROL DISTRICT	12,227,360	0	12,227,360	12,043,950
TRANSPORTATION	37,312,935	0	37,312,935	36,753,241
REGIONAL WASTEWATER RECLAMATION				
REGIONAL WASTEWATER RECLAMATION FUND	143,958,630	0	141,213,431	153,731,548
WASTEWATER SYSTEM DEVELOPMENT FUND	1,350,000	0	829,827	322,000
TOTAL WASTEWATER MANAGEMENT	145,308,630	0	142,043,258	154,053,548
TOTAL PUBLIC WORKS	446,790,527	0	418,693,522	474,999,531
TOTAL ALL FUNCTIONAL AREAS	1,431,897,069	0	1,323,580,950	1,302,402,322

* These amounts include actual expenditures/expenses recognized on the modified accrual or accrual basis as of February 28, 2011 plus projected expenditures/expenses for the remainder of the fiscal year.

SCHEDULE F

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SUMMARY SCHEDULES

Summary of Changes in Fund Balances

Summary of Expenditures by Fund and Super Department

Summary of Revenues by Fund and Category

Summary of Expenditures by Functional Area and Super Department

Summary of Revenues by Functional Area and Super Department

Summary of Expenditures by Fund and Object: Department

Summary of Adopted Full Time Equivalent Positions

SUMMARY OF CHANGES IN FUND BALANCES FISCAL YEARS 2009/2010 - 2011/2012

	Actual 2009/2010	Revised 2010/2011	Adopted 2011/2012
<u>GENERAL FUND</u>			
FUND BALANCE, BEGINNING (See note)	35,802,620	53,633,402	53,651,182
REVENUES			
TAXES	304,440,927	301,397,635	287,132,878
LICENSES & PERMITS	2,738,340	2,463,032	2,612,500
INTERGOVERNMENTAL	128,926,959	122,016,410	123,412,475
CHARGES FOR SERVICES	40,355,972	36,590,770	36,554,254
FINES AND FORFEITS	7,010,958	7,681,832	5,793,193
INTEREST	1,198,087	871,336	469,611
MISCELLANEOUS	4,868,210	4,526,932	4,272,888
MEMO REVENUE	203,364	0	0
TOTAL REVENUES	489,742,817	475,547,947	460,247,799
EXPENDITURES			
COMMUNITY & ECONOMIC DEVELOPMENT	(13,995,627)	(13,976,206)	(13,946,421)
COUNTY ADMINISTRATION	(59,138,958)	(111,351,042)	(102,561,139)
JUSTICE & LAW ENFORCEMENT	(236,618,914)	(237,894,983)	(242,705,495)
OFFICE OF MEDICAL AND HEALTH SERVICES	(87,089,086)	(94,403,354)	(100,824,913)
PUBLIC WORKS	(29,518,863)	(30,041,174)	(31,615,487)
TOTAL EXPENDITURES	(426,361,448)	(487,666,759)	(491,653,455)
OTHER ADJUSTMENTS	274,201	0	0
NET OPERATING TRANSFERS	(22,006,799)	(41,514,590)	(22,245,526)
FUND BALANCE, ENDING	77,451,391	0	0

SPECIAL REVENUE FUNDS

FUND BALANCE, BEGINNING (See note)	87,803,711	75,146,290	115,142,359
REVENUES			
TAXES	49,676,864	50,645,834	49,222,757
SPECIAL ASSESSMENT	535,666	303,619	264,884
LICENSES & PERMITS	5,052,885	4,850,672	5,546,969
INTERGOVERNMENTAL	135,259,480	166,792,012	148,920,271
CHARGES FOR SERVICES	14,970,856	13,875,282	13,871,572
FINES AND FORFEITS	1,432,110	1,360,358	1,184,760
INTEREST	1,307,299	1,109,439	506,467
MISCELLANEOUS	13,445,474	10,715,002	9,351,409
MEMO REVENUE	90,131	0	0
TOTAL REVENUES	221,770,765	249,652,218	228,869,089
EXPENDITURES			
COMMUNITY & ECONOMIC DEVELOPMENT	(69,491,819)	(89,546,351)	(78,544,314)
COUNTY ADMINISTRATION	(2,273,862)	(28,702,456)	(30,835,739)
JUSTICE & LAW ENFORCEMENT	(43,148,982)	(57,252,425)	(54,555,557)
OFFICE OF MEDICAL AND HEALTH SERVICES	(26,923,968)	(38,868,491)	(32,678,592)
PUBLIC WORKS	(54,078,223)	(64,128,507)	(59,753,242)
TOTAL EXPENDITURES	(195,916,854)	(278,498,230)	(256,367,444)
OTHER ADJUSTMENTS	1,556,870	0	0

SUMMARY OF CHANGES IN FUND BALANCES FISCAL YEARS 2009/2010 - 2011/2012

	Actual 2009/2010	Revised 2010/2011	Adopted 2011/2012
NET OPERATING TRANSFERS	(19,525,297)	6,700,435	(27,810,622)
FUND BALANCE, ENDING	95,689,195	53,000,713	59,833,382

DEBT SERVICE FUND

FUND BALANCE, BEGINNING (See note)	33,841,728	38,689,263	22,780,434
REVENUES			
TAXES	69,324,973	68,771,301	65,603,403
INTERGOVERNMENTAL	77,755	7,500	0
INTEREST	936,299	1,000,000	0
TOTAL REVENUES	70,339,027	69,778,801	65,603,403
EXPENDITURES			
COUNTY ADMINISTRATION	(106,589,894)	(106,277,555)	(100,824,209)
TOTAL EXPENDITURES	(106,589,894)	(106,277,555)	(100,824,209)
NET OPERATING TRANSFERS	43,277,224	21,425,078	25,237,058
FUND BALANCE, ENDING	40,868,085	23,615,587	12,796,686

CAPITAL PROJECTS FUNDS

FUND BALANCE, BEGINNING (See note)	126,821,246	188,234,671	105,311,987
REVENUES			
INTERGOVERNMENTAL	31,105,975	67,260,836	49,384,375
CHARGES FOR SERVICES	4,380,520	6,665,200	3,655,905
INTEREST	1,169,998	0	0
MISCELLANEOUS	430,886	404,342	937,000
MEMO REVENUE	815,527	0	0
TOTAL REVENUES	37,902,906	74,330,378	53,977,280
EXPENDITURES			
PUBLIC WORKS	(162,050,669)	(198,701,642)	(221,159,460)
TOTAL EXPENDITURES	(162,050,669)	(198,701,642)	(221,159,460)
BOND PROCEEDS/OTHER ADJUSTMENTS	124,768,404	75,000,000	103,000,000
NET OPERATING TRANSFERS	(1,299,072)	14,599,521	26,048,639
FUND BALANCE, ENDING	126,142,815	153,462,928	67,178,446

ENTERPRISE FUNDS

NET ASSETS, BEGINNING (See note)	95,532,906	133,233,362	92,521,942
REVENUES			
LICENSES & PERMITS	5,071,595	5,166,436	4,794,670
INTERGOVERNMENTAL	6,287,526	5,122,558	76,782
CHARGES FOR SERVICES	334,039,556	352,615,039	222,033,036
FINES AND FORFEITS	29,694	15,000	24,262
INTEREST	1,258,479	1,116,555	460,562
MISCELLANEOUS	4,812,626	2,345,456	2,143,041

SUMMARY OF CHANGES IN FUND BALANCES FISCAL YEARS 2009/2010 - 2011/2012

	Actual 2009/2010	Revised 2010/2011	Adopted 2011/2012
MEMO REVENUE	7,319,280	10,000,000	6,000,000
TOTAL REVENUES	358,818,756	376,381,044	235,532,353
EXPENDITURES			
OFFICE OF MEDICAL AND HEALTH SERVICES	(204,799,982)	(206,833,679)	(69,926,412)
PUBLIC WORKS	(120,918,724)	(153,919,204)	(162,471,342)
TOTAL EXPENDITURES	(325,718,706)	(360,752,883)	(232,397,754)
BOND PROCEEDS	165,000,000	165,000,000	230,000,000
NET OPERATING TRANSFERS	(229,822)	(1,158,386)	(1,090,606)
NET ASSETS, ENDING	293,403,134	312,703,137	324,565,935

THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY

INTERNAL SERVICE FUNDS

NET ASSETS, BEGINNING (See note)	27,322,061	28,758,237	33,355,250
REVENUES			
INTERGOVERNMENTAL	1,141,126	975,000	975,000
CHARGES FOR SERVICES	39,294,589	39,013,311	39,497,584
INTEREST	837,717	952,000	633,204
MISCELLANEOUS	629,024	272,405	450,140
MEMO REVENUE	0	50,000	50,000
TOTAL REVENUES	41,902,456	41,262,716	41,605,928
EXPENDITURES			
COUNTY ADMINISTRATION	(22,431,751)	(26,252,434)	(24,789,988)
PUBLIC WORKS	(14,722,731)	(15,747,201)	(16,994,645)
TOTAL EXPENDITURES	(37,154,482)	(41,999,635)	(41,784,633)
OTHER ADJUSTMENTS	1,560,657	0	0
NET OPERATING TRANSFERS	(216,234)	(52,058)	(138,943)
NET ASSETS, ENDING	33,414,458	27,969,260	33,037,602

Note: Fund balances on this schedule are not comparable from year to year because the beginning budgeted fund balances for fiscal year 2010/2011 and fiscal year 2011/2012 are based on estimates made before the end of each preceding fiscal year.

The ending net asset balance in Enterprise Funds for fiscal year 2009/2010 shown above, \$293,403,134 includes \$165,000,000 in bond proceeds which are reserved funds. The unreserved fund balance as shown in the Pima County CAFR adjusted for this item and for other changes in reserved elements of the fund balance is \$86,109,517. This presentation of a partially reserved fund balance is for consistency with other fiscal years.

**SUMMARY OF EXPENDITURES BY FUND AND SUPER DEPARTMENT
FISCAL YEARS 2009/2010 - 2011/2012**

FUND/FUNCTIONAL AREA/SUPER DEPT	ACTUAL 2009/2010	REVISED 2010/2011	ADOPTED 2011/2012
GENERAL FUND			
<u>COUNTY ADMINISTRATION</u>			
ASSESSOR	7,897,457	8,361,835	8,454,706
BOARD OF SUPERVISORS	1,680,419	1,887,300	1,922,807
CLERK OF THE BOARD	1,106,886	1,244,348	1,247,509
COMMUNICATIONS OFFICE	530,129	460,849	860,907
COUNTY ADMINISTRATOR	1,503,237	1,797,318	1,496,062
ELECTIONS	3,174,912	5,924,092	2,819,231
FINANCE & RISK MANAGEMENT	7,050,437	6,553,467	6,602,701
FORENSIC SCIENCE CENTER	2,702,090	2,699,355	2,755,900
HUMAN RESOURCES	2,490,245	2,665,837	2,677,009
INFORMATION TECHNOLOGY	8,519,025	9,131,314	8,333,441
NON DEPARTMENTAL	15,734,172	62,849,799	57,693,533
OFC OF EMERG MGMT & HOMELAND SECURITY	0	0	513,074
PROCUREMENT	2,154,388	2,124,151	2,181,007
RECORDER	2,577,286	3,207,686	2,547,710
TREASURER	2,018,275	2,443,691	2,455,542
TOTAL COUNTY ADMINISTRATION	59,138,958	111,351,042	102,561,139
<u>COMMUNITY & ECONOMIC DEVELOPMENT</u>			
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	514,622	530,760	528,265
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	4,781,043	4,738,950	4,692,511
COMMUNITY SVCS, EMPLOYMENT & TRAINING	5,881,505	5,597,589	5,669,074
KINO SPORTS COMPLEX	1,420,373	1,527,201	1,517,165
SCHOOL SUPERINTENDENT	1,398,084	1,581,706	1,539,406
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	13,995,627	13,976,206	13,946,421
<u>JUSTICE & LAW ENFORCEMENT</u>			
CLERK OF SUPERIOR COURT	10,052,797	10,040,557	10,187,755
CONSTABLES	990,300	1,038,444	1,086,631
COUNTY ATTORNEY	18,692,596	19,284,925	19,502,037
INDIGENT DEFENSE	15,240,878	15,278,140	15,931,892
JUSTICE COURT AJO	582,773	672,587	669,425
JUSTICE COURT GREEN VALLEY	425,005	477,624	485,298
JUSTICE COURTS TUCSON	6,536,501	6,564,949	6,655,613
JUVENILE COURT	21,366,035	21,963,265	22,445,147
OFFICE OF COURT APPOINTED COUNSEL	13,581,079	12,544,945	11,422,879
PUBLIC FIDUCIARY	2,509,499	2,414,054	2,465,170
SHERIFF	117,378,510	118,050,964	121,876,768
SUPERIOR COURT	29,262,941	29,564,529	29,976,880
TOTAL JUSTICE & LAW ENFORCEMENT	236,618,914	237,894,983	242,705,495
<u>OFFICE OF MEDICAL AND HEALTH SERVICES</u>			
INSTITUTIONAL HEALTH	87,089,086	94,403,354	100,824,913
TOTAL OFFICE OF MEDICAL AND HEALTH SERVICES	87,089,086	94,403,354	100,824,913
<u>PUBLIC WORKS</u>			
FACILITIES MANAGEMENT	14,794,878	15,670,700	16,777,729
NATURAL RESOURCES, PARKS & RECREATION	14,671,509	14,279,702	14,573,908
OFFICE OF SUSTAINABILITY & CONSERVATION	0	0	263,850
PUBLIC WORKS ADMINISTRATION	52,476	90,772	0
TOTAL PUBLIC WORKS	29,518,863	30,041,174	31,615,487
TOTAL GENERAL FUND	426,361,448	487,666,759	491,653,455

**SUMMARY OF EXPENDITURES BY FUND AND SUPER DEPARTMENT
FISCAL YEARS 2009/2010 - 2011/2012**

FUND/FUNCTIONAL AREA/SUPER DEPT	ACTUAL 2009/2010	REVISED 2010/2011	ADOPTED 2011/2012
SPECIAL REVENUE FUNDS			
<u>COUNTY ADMINISTRATION</u>			
COUNTY ADMINISTRATOR	16,693	0	0
ELECTIONS	0	1,173,291	1,166,200
FINANCE & RISK MANAGEMENT	58,283	59,818	45,829
FORENSIC SCIENCE CENTER	116,926	39,320	360,958
INFORMATION TECHNOLOGY	76	1,930,000	0
NON DEPARTMENTAL	1,034,575	23,383,195	25,982,517
OFC OF EMERG MGMT & HOMELAND SECURITY	0	0	1,098,818
RECORDER	1,005,899	1,505,285	1,675,601
TREASURER	41,410	611,547	505,816
TOTAL COUNTY ADMINISTRATION	2,273,862	28,702,456	30,835,739
<u>COMMUNITY & ECONOMIC DEVELOPMENT</u>			
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	5,125,128	22,855,411	17,746,956
COMMUNITY SVCS, EMPLOYMENT & TRAINING	23,462,574	21,947,944	19,185,116
COUNTY FREE LIBRARY	30,797,806	34,808,638	32,212,596
ECONOMIC DEVELOPMENT & TOURISM	1,476,499	1,359,496	1,473,706
SCHOOL SUPERINTENDENT	4,336,775	4,226,700	3,643,000
STADIUM DISTRICT	4,293,037	4,348,162	4,282,940
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	69,491,819	89,546,351	78,544,314
<u>JUSTICE & LAW ENFORCEMENT</u>			
CLERK OF SUPERIOR COURT	890,686	1,438,393	1,185,676
COUNTY ATTORNEY	9,033,633	11,417,716	13,000,197
INDIGENT DEFENSE	321,559	977,691	695,953
JUSTICE COURT AJO	18,034	12,750	76,183
JUSTICE COURT GREEN VALLEY	63,424	34,815	38,615
JUSTICE COURTS TUCSON	898,337	1,938,499	1,955,943
JUVENILE COURT	10,408,733	10,069,688	9,958,806
SHERIFF	8,951,867	16,793,378	12,192,456
SUPERIOR COURT	12,562,709	14,569,495	15,451,728
TOTAL JUSTICE & LAW ENFORCEMENT	43,148,982	57,252,425	54,555,557
<u>OFFICE OF MEDICAL AND HEALTH SERVICES</u>			
HEALTH	26,812,332	36,270,251	32,678,592
OFC OF EMERG MGMT & HOMELAND SECURITY	111,636	2,598,240	0
TOTAL OFFICE OF MEDICAL AND HEALTH SERVICES	26,923,968	38,868,491	32,678,592
<u>PUBLIC WORKS</u>			
ENVIRONMENTAL QUALITY	2,994,319	3,132,328	3,138,951
FACILITIES MANAGEMENT	383,276	4,191,696	765,100
NATURAL RESOURCES, PARKS & RECREATION	436,481	481,188	605,000
REGIONAL FLOOD CONTROL DISTRICT	10,413,509	12,227,360	12,043,950
SOLID WASTE MANAGEMENT	5,636,543	6,783,000	6,447,000
TRANSPORTATION	34,214,095	37,312,935	36,753,241
TOTAL PUBLIC WORKS	54,078,223	64,128,507	59,753,242
TOTAL SPECIAL REVENUE FUNDS	195,916,854	278,498,230	256,367,444

**SUMMARY OF EXPENDITURES BY FUND AND SUPER DEPARTMENT
FISCAL YEARS 2009/2010 - 2011/2012**

FUND/FUNCTIONAL AREA/SUPER DEPT	ACTUAL 2009/2010	REVISED 2010/2011	ADOPTED 2011/2012
DEBT SERVICE FUND			
<u>COUNTY ADMINISTRATION</u>			
NON DEPARTMENTAL	106,589,894	106,277,555	100,824,209
TOTAL COUNTY ADMINISTRATION	106,589,894	106,277,555	100,824,209
TOTAL DEBT SERVICE FUND	106,589,894	106,277,555	100,824,209
CAPITAL PROJECTS FUNDS			
<u>PUBLIC WORKS</u>			
CAPITAL PROJECTS	162,050,669	198,701,642	221,159,460
TOTAL PUBLIC WORKS	162,050,669	198,701,642	221,159,460
TOTAL CAPITAL PROJECTS FUNDS	162,050,669	198,701,642	221,159,460
ENTERPRISE FUNDS			
<u>OFFICE OF MEDICAL AND HEALTH SERVICES</u>			
PIMA HEALTH SYSTEM & SERVICES	204,799,982	206,833,679	69,926,412
TOTAL OFFICE OF MEDICAL AND HEALTH SERVICES	204,799,982	206,833,679	69,926,412
<u>PUBLIC WORKS</u>			
DEVELOPMENT SERVICES	7,944,804	6,842,693	6,674,435
FACILITIES MANAGEMENT	1,908,820	1,767,881	1,743,359
REGIONAL WASTEWATER RECLAMATION	111,065,100	145,308,630	154,053,548
TOTAL PUBLIC WORKS	120,918,724	153,919,204	162,471,342
TOTAL ENTERPRISE FUNDS	325,718,706	360,752,883	232,397,754
TOTAL EXPENDITURES/EXPENSES	1,216,637,571	1,431,897,069	1,302,402,322
Internal Service Funds -- Informational Purposes Only			
INTERNAL SERVICE FUNDS			
FLEET SERVICES	14,722,731	15,747,201	16,994,645
GRAPHIC SERVICES PRODUCTION	1,016,073	965,972	933,485
RISK MANAGEMENT	17,157,169	20,436,398	19,057,356
TELECOMMUNICATIONS	4,258,509	4,850,064	4,799,147
TOTAL INTERNAL SERVICE FUNDS	37,154,482	41,999,635	41,784,633
TOTAL ALL FUNDS	1,253,792,053	1,473,896,704	1,344,186,955

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2009/2010 - 2011/2012

SOURCES OF REVENUE	Actual 2009/2010	Revised 2010/2011	Adopted 2011/2012
GENERAL FUND			
<u>PROPERTY TAX</u>			
REAL PROPERTY TAXES	285,135,350	282,551,788	269,223,726
PERSONAL PROPERTY TAXES	11,365,251	11,234,636	10,703,865
INTEREST ON DELINQUENT TAX	6,928,205	6,865,349	6,292,827
PENALTIES ON DELINQUENT TAX	1,012,121	745,862	912,460
TOTAL PROPERTY TAX	304,440,927	301,397,635	287,132,878
<u>LICENSES AND PERMITS</u>			
BUSINESS LICENSES & PERMITS	2,738,340	2,463,032	2,612,500
TOTAL LICENSES AND PERMITS	2,738,340	2,463,032	2,612,500
<u>INTERGOVERNMENTAL</u>			
FEDERAL GRANTS AND AID	5,243,996	3,848,640	4,060,216
STATE GRANTS AND AID	8,751,238	5,189,833	5,134,018
SALES AND USE TAX	84,767,519	83,000,000	86,228,700
ALCOHOLIC BEVERAGES	104,847	41,000	41,000
AUTO LIEU TAX	24,203,167	24,700,000	23,255,000
TRANSIENT LODGING TAX	4,735,103	4,309,978	4,651,352
CITY PARTICIPATION	1,121,089	926,959	42,189
TOTAL INTERGOVERNMENTAL	128,926,959	122,016,410	123,412,475
<u>CHARGES FOR SERVICES</u>			
GENERAL GOVERNMENT	3,235,132	2,962,856	2,568,800
RECORDER FEES	2,493,809	1,874,040	2,130,400
COURT FEES	5,729,207	4,825,193	4,966,765
NOTARY BOND FEES	12	0	0
SHERIFF DEPT FEES	1,222,308	1,178,000	1,228,000
CORRECTIONAL HOUSING	7,670,274	7,994,350	7,147,000
HEALTH FEES	1,242,485	989,000	989,000
RECREATION FEES	885,103	855,550	470,850
FACILITY FEES	0	0	375,000
INTERDEPARTMENTAL CHARGES	146,496	125,000	110,000
OVERHEAD - GRANTS	314,579	150,977	80,000
CONTRIBUTIONS FOR ADMINISTRATIVE OVERHEAD	17,416,567	15,635,804	16,488,439
TOTAL CHARGES FOR SERVICES	40,355,972	36,590,770	36,554,254
<u>FINES AND FORFEITS</u>			
SUPERIOR COURT - FINES AND FORFEITS	260,952	222,000	222,000
JUSTICE COURTS FINES AND FORFEITS	5,058,863	6,250,832	4,421,193
OTHER FINES AND FORFEITS	1,691,143	1,209,000	1,150,000
TOTAL FINES AND FORFEITS	7,010,958	7,681,832	5,793,193
<u>INTEREST</u>			
INTEREST	339,756	74,756	39,511
INT. REV - POOLED INV	858,331	796,580	430,100
TOTAL INTEREST	1,198,087	871,336	469,611
<u>MISCELLANEOUS</u>			
RENTS AND ROYALTIES	2,973,815	2,883,800	2,917,210
OVERAGES AND SHORTAGES	(256)	0	0
POSTAGE REVENUES	12,619	10,700	10,700
OTHER MISCELLANEOUS REVENUE	1,882,032	1,632,432	1,344,978
TOTAL MISCELLANEOUS	4,868,210	4,526,932	4,272,888
<u>MEMO REVENUE</u>			
SALE OF LAND	203,364	0	0
TOTAL MEMO REVENUE	203,364	0	0
TOTAL GENERAL FUND	489,742,817	475,547,947	460,247,799

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2009/2010 - 2011/2012

SOURCES OF REVENUE	Actual 2009/2010	Revised 2010/2011	Adopted 2011/2012
SPECIAL REVENUE FUNDS			
<u>EMPLOYMENT AND TRAINING</u>			
INTERGOVERNMENTAL	22,547,444	21,471,134	18,712,423
MISCELLANEOUS	202,257	193,492	193,625
TOTAL EMPLOYMENT AND TRAINING	22,749,701	21,664,626	18,906,048
<u>ENVIRONMENTAL QUALITY</u>			
LICENSES AND PERMITS	1,920,334	1,921,425	1,896,200
INTERGOVERNMENTAL	896,736	760,898	758,111
FINES AND FORFEITS	10,084	0	0
INTEREST	17,134	17,500	15,000
MISCELLANEOUS	18,639	17,850	17,850
TOTAL ENVIRONMENTAL QUALITY	2,862,927	2,717,673	2,687,161
<u>HEALTH</u>			
LICENSES AND PERMITS	2,736,903	2,729,169	2,829,169
INTERGOVERNMENTAL	12,100,939	23,064,123	17,814,381
CHARGES FOR SERVICES	2,831,378	3,476,154	3,191,660
FINES AND FORFEITS	165,642	200,557	158,260
INTEREST	39,650	0	0
MISCELLANEOUS	388,606	111,319	89,475
TOTAL HEALTH	18,263,118	29,581,322	24,082,945
<u>REGIONAL FLOOD CONTROL DISTRICT</u>			
TAXES	23,458,293	22,220,943	20,178,268
INTERGOVERNMENTAL	257,494	10,000	0
CHARGES FOR SERVICES	40,521	25,000	25,000
INTEREST	134,722	35,000	35,000
MISCELLANEOUS	149,105	180,500	180,500
TOTAL REGIONAL FLOOD CONTROL DISTRICT	24,040,135	22,471,443	20,418,768
<u>TRANSPORTATION</u>			
LICENSES AND PERMITS	395,648	200,078	821,600
INTERGOVERNMENTAL	53,809,573	50,391,019	47,811,694
CHARGES FOR SERVICES	243,518	125,345	120,061
INTEREST	195,716	218,647	117,831
MISCELLANEOUS	252,749	204,802	170,900
TOTAL TRANSPORTATION	54,897,204	51,139,891	49,042,086
<u>OTHER SPECIAL REVENUE FUNDS AND GRANTS</u>			
INTERGOVERNMENTAL	42,620,603	68,209,617	60,841,962
CHARGES FOR SERVICES	8,516,640	7,176,283	7,344,751
FINES AND FORFEITS	512,931	559,801	426,500
INTEREST	535,562	477,292	265,636
MISCELLANEOUS	11,438,000	9,344,839	7,962,659
MEMO REVENUE	90,131	0	0
TOTAL OTHER SPECIAL REVENUE FUNDS AND GRANTS	63,713,867	85,767,832	76,841,508
<u>IMPROVEMENT DISTRICTS</u>			
SPECIAL ASSESSMENT	535,666	303,619	264,884
INTEREST	1,540	0	0
TOTAL IMPROVEMENT DISTRICTS	537,206	303,619	264,884

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2009/2010 - 2011/2012

SOURCES OF REVENUE	Actual 2009/2010	Revised 2010/2011	Adopted 2011/2012
<u>SOLID WASTE MANAGEMENT</u>			
INTERGOVERNMENTAL	1,042,719	1,050,000	1,050,000
CHARGES FOR SERVICES	3,338,799	3,072,500	3,151,400
INTEREST	35,869	30,000	10,000
MISCELLANEOUS	39,941	33,500	35,600
TOTAL SOLID WASTE MANAGEMENT	4,457,328	4,186,000	4,247,000
<u>COUNTY FREE LIBRARY</u>			
TAXES	26,218,571	28,424,891	29,044,489
INTERGOVERNMENTAL	463,043	407,780	435,000
FINES AND FORFEITS	743,453	600,000	600,000
INTEREST	287,348	271,000	51,000
MISCELLANEOUS	237,438	320,000	320,000
TOTAL COUNTY FREE LIBRARY	27,949,853	30,023,671	30,450,489
<u>STADIUM DISTRICT</u>			
INTERGOVERNMENTAL	1,520,929	1,427,441	1,496,700
CHARGES FOR SERVICES	0	0	38,700
INTEREST	59,758	60,000	12,000
MISCELLANEOUS	718,739	308,700	380,800
TOTAL STADIUM DISTRICT	2,299,426	1,796,141	1,928,200
TOTAL SPECIAL REVENUE FUNDS	221,770,765	249,652,218	228,869,089
DEBT SERVICE FUND			
TAXES	69,324,973	68,771,301	65,603,403
INTERGOVERNMENTAL	77,755	7,500	0
INTEREST	936,299	1,000,000	0
TOTAL DEBT SERVICE FUND	70,339,027	69,778,801	65,603,403
CAPITAL PROJECTS FUNDS			
INTERGOVERNMENTAL	31,105,975	67,260,836	49,384,375
CHARGES FOR SERVICES	4,380,520	6,665,200	3,655,905
INTEREST	1,169,998	0	0
MISCELLANEOUS	430,886	404,342	937,000
MEMO REVENUE	815,527	0	0
TOTAL CAPITAL PROJECTS FUNDS	37,902,906	74,330,378	53,977,280
ENTERPRISE FUNDS			
<u>MEDICAL SERVICES</u>			
INTERGOVERNMENTAL	4,223,795	5,002,190	0
CHARGES FOR SERVICES	205,234,272	201,389,095	61,013,127
INTEREST	506,182	672,360	31,345
MISCELLANEOUS	2,732,486	135,128	17,000
TOTAL MEDICAL SERVICES	212,696,735	207,198,773	61,061,472
<u>DEVELOPMENT SERVICES</u>			
LICENSES AND PERMITS	5,051,795	5,148,436	4,776,070
INTERGOVERNMENTAL	9,454	120,368	76,782
CHARGES FOR SERVICES	833,899	905,771	876,046
INTEREST	35,627	30,000	10,009
MISCELLANEOUS	145,045	286,668	209,321
TOTAL DEVELOPMENT SERVICES	6,075,820	6,491,243	5,948,228

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2009/2010 - 2011/2012

SOURCES OF REVENUE	Actual 2009/2010	Revised 2010/2011	Adopted 2011/2012
<u>REGIONAL WASTEWATER RECLAMATION</u>			
LICENSES AND PERMITS	19,800	18,000	18,600
INTERGOVERNMENTAL	2,054,277	0	0
CHARGES FOR SERVICES	127,811,100	150,124,993	159,899,483
FINES AND FORFEITS	29,694	15,000	24,262
INTEREST	688,534	373,371	399,208
MISCELLANEOUS	96,161	0	82,000
MEMO REVENUE	7,319,280	10,000,000	6,000,000
TOTAL REGIONAL WASTEWATER RECLAMATION	138,018,846	160,531,364	166,423,553
<u>PARKING GARAGES</u>			
CHARGES FOR SERVICES	160,285	195,180	244,380
INTEREST	28,136	40,824	20,000
MISCELLANEOUS	1,838,934	1,923,660	1,834,720
TOTAL PARKING GARAGES	2,027,355	2,159,664	2,099,100
TOTAL ENTERPRISE FUNDS	358,818,756	376,381,044	235,532,353
TOTAL REVENUES	1,178,574,271	1,245,690,388	1,044,229,924
<u>THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY</u>			
<u>INTERNAL SERVICE FUNDS</u>			
<u>FLEET SERVICES</u>			
INTERGOVERNMENTAL	1,106,109	975,000	975,000
CHARGES FOR SERVICES	14,324,657	12,304,462	14,724,462
INTEREST	233,505	250,000	100,000
MISCELLANEOUS	479,138	188,000	355,000
MEMO REVENUE	0	50,000	50,000
TOTAL FLEET SERVICES	16,143,409	13,767,462	16,204,462
<u>GRAPHIC SERVICES PRODUCTION</u>			
CHARGES FOR SERVICES	1,131,243	970,000	988,000
INTEREST	1,997	2,000	2,000
MISCELLANEOUS	0	5,000	0
TOTAL GRAPHIC SERVICES PRODUCTION	1,133,240	977,000	990,000
<u>RISK MANAGEMENT</u>			
INTERGOVERNMENTAL	35,017	0	0
CHARGES FOR SERVICES	19,343,442	21,272,325	19,035,648
INTEREST	550,356	700,000	521,602
MISCELLANEOUS	56,266	17,400	17,400
TOTAL RISK MANAGEMENT	19,985,081	21,989,725	19,574,650
<u>TELECOMMUNICATIONS</u>			
CHARGES FOR SERVICES	4,495,247	4,466,524	4,749,474
INTEREST	51,859	0	9,602
MISCELLANEOUS	93,620	62,005	77,740
TOTAL TELECOMMUNICATIONS	4,640,726	4,528,529	4,836,816
TOTAL INTERNAL SERVICE FUNDS	41,902,456	41,262,716	41,605,928
TOTAL ALL FUNDS	1,220,476,727	1,286,953,104	1,085,835,852

SUMMARY OF EXPENDITURES BY FUNCTIONAL AREA AND SUPER DEPARTMENT FISCAL YEARS 2009/2010 - 2011/2012

FUNCTIONAL AREA/SUPER DEPT.	ACTUAL EXPENDITURES/ EXPENSES 2009/2010	REVISED EXPENDITURES/ EXPENSES 2010/2011	ADOPTED EXPENDITURES/ EXPENSES 2011/2012
<u>COUNTY ADMINISTRATION</u>			
ASSESSOR	7,897,457	8,361,835	8,454,706
BOARD OF SUPERVISORS	1,680,419	1,887,300	1,922,807
CLERK OF THE BOARD	1,106,886	1,244,348	1,247,509
COMMUNICATIONS OFFICE	530,129	460,849	860,907
COUNTY ADMINISTRATOR	1,519,930	1,797,318	1,496,062
ELECTIONS	3,174,912	7,097,383	3,985,431
FINANCE & RISK MANAGEMENT	7,108,720	6,613,285	6,648,530
FORENSIC SCIENCE CENTER	2,819,016	2,738,675	3,116,858
HUMAN RESOURCES	2,490,245	2,665,837	2,677,009
INFORMATION TECHNOLOGY	8,519,101	11,061,314	8,333,441
NON DEPARTMENTAL	123,358,641	192,510,549	184,500,259
OFC OF EMERG MGMT & HOMELAND SECURITY	0	0	1,611,892
PROCUREMENT	2,154,388	2,124,151	2,181,007
RECORDER	3,583,185	4,712,971	4,223,311
TREASURER	2,059,685	3,055,238	2,961,358
TOTAL COUNTY ADMINISTRATION	168,002,714	246,331,053	234,221,087
<u>JUSTICE & LAW ENFORCEMENT</u>			
CLERK OF SUPERIOR COURT	10,943,483	11,478,950	11,373,431
CONSTABLES	990,300	1,038,444	1,086,631
COUNTY ATTORNEY	27,726,229	30,702,641	32,502,234
INDIGENT DEFENSE	15,562,437	16,255,831	16,627,845
JUSTICE COURT AJO	600,807	685,337	745,608
JUSTICE COURT GREEN VALLEY	488,429	512,439	523,913
JUSTICE COURTS TUCSON	7,434,838	8,503,448	8,611,556
JUVENILE COURT	31,774,768	32,032,953	32,403,953
OFFICE OF COURT APPOINTED COUNSEL	13,581,079	12,544,945	11,422,879
PUBLIC FIDUCIARY	2,509,499	2,414,054	2,465,170
SHERIFF	126,330,377	134,844,342	134,069,224
SUPERIOR COURT	41,825,650	44,134,024	45,428,608
TOTAL JUSTICE & LAW ENFORCEMENT	279,767,896	295,147,408	297,261,052
<u>COMMUNITY & ECONOMIC DEVELOPMENT</u>			
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	514,622	530,760	528,265
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	9,906,171	27,594,361	22,439,467
COMMUNITY SVCS, EMPLOYMENT & TRAINING	29,344,079	27,545,533	24,854,190
COUNTY FREE LIBRARY	30,797,806	34,808,638	32,212,596
ECONOMIC DEVELOPMENT & TOURISM	1,476,499	1,359,496	1,473,706
KINO SPORTS COMPLEX	1,420,373	1,527,201	1,517,165
SCHOOL SUPERINTENDENT	5,734,859	5,808,406	5,182,406
STADIUM DISTRICT	4,293,037	4,348,162	4,282,940
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	83,487,446	103,522,557	92,490,735
<u>OFFICE OF MEDICAL AND HEALTH SERVICES</u>			
HEALTH	26,812,332	36,270,251	32,678,592
INSTITUTIONAL HEALTH	87,089,086	94,403,354	100,824,913
OFC OF EMERG MGMT & HOMELAND SECURITY	111,636	2,598,240	0
PIMA HEALTH SYSTEM & SERVICES	204,799,982	206,833,679	69,926,412
TOTAL OFFICE OF MEDICAL AND HEALTH SERVICES	318,813,036	340,105,524	203,429,917
<u>PUBLIC WORKS</u>			
CAPITAL PROJECTS	162,050,669	198,701,642	221,159,460
DEVELOPMENT SERVICES	7,944,804	6,842,693	6,674,435
ENVIRONMENTAL QUALITY	2,994,319	3,132,328	3,138,951
FACILITIES MANAGEMENT	17,086,974	21,630,277	19,286,188
NATURAL RESOURCES, PARKS & RECREATION	15,107,990	14,760,890	15,178,908
OFFICE OF SUSTAINABILITY & CONSERVATION	0	0	263,850

**SUMMARY OF EXPENDITURES BY FUNCTIONAL AREA AND SUPER DEPARTMENT
FISCAL YEARS 2009/2010 - 2011/2012**

FUNCTIONAL AREA/SUPER DEPT.	ACTUAL EXPENDITURES/ EXPENSES 2009/2010	REVISED EXPENDITURES/ EXPENSES 2010/2011	ADOPTED EXPENDITURES/ EXPENSES 2011/2012
PUBLIC WORKS ADMINISTRATION	52,476	90,772	0
REGIONAL FLOOD CONTROL DISTRICT	10,413,509	12,227,360	12,043,950
REGIONAL WASTEWATER RECLAMATION	111,065,100	145,308,630	154,053,548
SOLID WASTE MANAGEMENT	5,636,543	6,783,000	6,447,000
TRANSPORTATION	34,214,095	37,312,935	36,753,241
TOTAL PUBLIC WORKS	366,566,479	446,790,527	474,999,531
TOTAL ALL FUNCTIONAL AREAS	1,216,637,571	1,431,897,069	1,302,402,322

Internal Service Funds -- Informational Purposes Only

INTERNAL SERVICE FUNDS

GRAPHIC SERVICES PRODUCTION	1,016,073	965,972	933,485
RISK MANAGEMENT	17,157,169	20,436,398	19,057,356
TELECOMMUNICATIONS	4,258,509	4,850,064	4,799,147
FLEET SERVICES	14,722,731	15,747,201	16,994,645
TOTAL INTERNAL SERVICE FUNDS	37,154,482	41,999,635	41,784,633
TOTAL ALL FUNDS	1,253,792,053	1,473,896,704	1,344,186,955

Note 1: The Finance & Risk Management totals above, under COUNTY ADMINISTRATION, 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 Finance & Risk Management Department Summary by Program on page 10-32.

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

Note 3: The Information Technology totals above, under COUNTY ADMINISTRATION, are shown exclusive of the Telecommunications 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 10-58.

SUMMARY OF REVENUES BY FUNCTIONAL AREA AND SUPER DEPARTMENT FISCAL YEARS 2009/2010 - 2011/2012

FUNCTIONAL AREA/SUPER DEPT.	ACTUAL REVENUES 2009/2010	REVISED REVENUES 2010/2011	ADOPTED REVENUES 2011/2012
<u>COUNTY ADMINISTRATION</u>			
ASSESSOR	4,762	3,000	3,000
BOARD OF SUPERVISORS	0	0	0
CLERK OF THE BOARD	4,348	2,100	2,100
COMMUNICATIONS OFFICE	148,523	125,700	110,500
COUNTY ADMINISTRATOR	15,540	0	0
ELECTIONS	2,097,457	2,389,291	1,459,291
FINANCE & RISK MANAGEMENT	33,275	21,600	31,000
FORENSIC SCIENCE CENTER	1,291,375	997,600	1,355,858
HUMAN RESOURCES	15,493	1,500	1,500
INFORMATION TECHNOLOGY	756,162	417,812	502,166
NON DEPARTMENTAL	519,412,375	506,520,401	495,483,709
OFC OF EMERG MGMT & HOMELAND SECURITY	0	0	1,098,818
PROCUREMENT	4,171	3,000	3,000
RECORDER	4,130,419	3,140,325	3,328,960
TREASURER	107,709	107,650	97,650
TOTAL COUNTY ADMINISTRATION	528,021,609	513,729,979	503,477,552
<u>JUSTICE & LAW ENFORCEMENT</u>			
CLERK OF SUPERIOR COURT	4,946,744	3,778,174	3,777,174
CONSTABLES	379,039	361,390	361,390
COUNTY ATTORNEY	11,838,741	10,173,865	10,877,830
INDIGENT DEFENSE	418,648	376,250	410,776
JUSTICE COURT AJO	277,709	253,130	257,855
JUSTICE COURT GREEN VALLEY	467,921	366,303	404,530
JUSTICE COURTS TUCSON	7,478,837	6,845,453	6,949,945
JUVENILE COURT	10,709,996	10,092,387	10,307,908
OFFICE OF COURT APPOINTED COUNSEL	4,247,883	4,923,490	2,695,264
PUBLIC FIDUCIARY	709,536	711,131	711,131
SHERIFF	19,007,647	24,522,873	19,428,429
SUPERIOR COURT	14,620,728	14,124,001	14,177,574
TOTAL JUSTICE & LAW ENFORCEMENT	75,103,429	76,528,447	70,359,806
<u>COMMUNITY & ECONOMIC DEVELOPMENT</u>			
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	40	0	0
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	5,171,416	22,254,061	17,567,036
COMMUNITY SVCS, EMPLOYMENT & TRAINING	22,751,722	21,664,626	18,906,048
COUNTY FREE LIBRARY	27,949,853	30,023,671	30,450,489
ECONOMIC DEVELOPMENT & TOURISM	1,139,591	1,039,438	1,132,734
KINO SPORTS COMPLEX	172,603	165,570	132,250
SCHOOL SUPERINTENDENT	4,386,804	4,600,278	3,943,249
STADIUM DISTRICT	2,299,426	1,796,141	1,928,200
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	63,871,455	81,543,785	74,060,006
<u>OFFICE OF MEDICAL AND HEALTH SERVICES</u>			
HEALTH	18,231,712	27,532,100	24,082,945
INSTITUTIONAL HEALTH	3,129,573	4,738,921	103,676
OFC OF EMERG MGMT & HOMELAND SECURITY	31,406	2,049,222	0
PIMA HEALTH SYSTEM & SERVICES	212,696,735	207,198,773	61,061,472
TOTAL OFFICE OF MEDICAL AND HEALTH SERVICES	234,089,426	241,519,016	85,248,093
<u>PUBLIC WORKS</u>			
CAPITAL PROJECTS	37,902,906	74,330,378	53,977,280
DEVELOPMENT SERVICES	6,075,820	6,491,243	5,948,228
ENVIRONMENTAL QUALITY	2,862,927	2,717,673	2,687,161
FACILITIES MANAGEMENT	7,434,443	9,182,769	6,808,591
NATURAL RESOURCES, PARKS & RECREATION	1,798,042	1,318,400	1,531,800
PUBLIC WORKS ADMINISTRATION	701	0	0
REGIONAL FLOOD CONTROL DISTRICT	24,040,135	22,471,443	20,418,768

**SUMMARY OF REVENUES BY FUNCTIONAL AREA AND SUPER DEPARTMENT
FISCAL YEARS 2009/2010 - 2011/2012**

FUNCTIONAL AREA/SUPER DEPT.	ACTUAL REVENUES 2009/2010	REVISED REVENUES 2010/2011	ADOPTED REVENUES 2011/2012
REGIONAL WASTEWATER RECLAMATION	138,018,846	160,531,364	166,423,553
SOLID WASTE MANAGEMENT	4,457,328	4,186,000	4,247,000
TRANSPORTATION	54,897,204	51,139,891	49,042,086
TOTAL PUBLIC WORKS	277,488,352	332,369,161	311,084,467
TOTAL ALL FUNCTIONAL AREAS	1,178,574,271	1,245,690,388	1,044,229,924

Internal Service Funds -- Informational Purposes Only

INTERNAL SERVICE FUNDS

GRAPHIC SERVICES PRODUCTION	1,133,240	977,000	990,000
RISK MANAGEMENT	19,985,081	21,989,725	19,574,650
TELECOMMUNICATIONS	4,640,726	4,528,529	4,836,816
FLEET SERVICES	16,143,409	13,767,462	16,204,462
TOTAL INTERNAL SERVICE FUNDS	41,902,456	41,262,716	41,605,928
TOTAL ALL FUNDS	1,220,476,727	1,286,953,104	1,085,835,852

Note 1: The Finance & Risk Management totals above, under COUNTY ADMINISTRATION, 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 Finance & Risk Management Department Summary by Program on page 10-32.

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

Note 3: The Information Technology totals above, under COUNTY ADMINISTRATION, are shown exclusive of the Telecommunications 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 10-58.

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

FUND/DEPARTMENTS	PERSONAL SERVICES	SUPPLIES	SERVICES AND OTHER CHARGES	CAPITAL OUTLAY	OTHER	TOTAL EXPENDITURES
<u>GENERAL FUND</u>						
ASSESSOR	7,622,357	158,202	664,147	10,000		8,454,706
BOARD OF SUPERVISORS	1,710,177	35,359	177,271			1,922,807
CLERK OF SUPERIOR COURT	9,341,196	208,501	638,058			10,187,755
CLERK OF THE BOARD	957,176	27,694	262,639			1,247,509
COMMUNICATIONS OFFICE	804,483	20,400	36,024			860,907
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	322,844	9,838	191,983	3,600		528,265
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	968,246	30,920	3,687,345	6,000		4,692,511
COMMUNITY SERVICES	2,560,100	130,542	2,940,932	37,500		5,669,074
CONSTABLES	937,628	14,391	134,612			1,086,631
CONTINGENCY			170,000		44,118,540	44,288,540
CONTRACT ATTORNEYS			8,270,611			8,270,611
COUNTY ADMINISTRATOR	1,217,761	57,675	220,626			1,496,062
COUNTY ATTORNEY	18,091,879	313,762	1,096,396			19,502,037
ELECTIONS	1,753,664	213,259	852,308			2,819,231
FACILITIES MANAGEMENT	7,143,917	882,328	8,709,484	42,000		16,777,729
FINANCE	5,740,410	119,865	704,826	37,600		6,602,701
FORENSIC SCIENCE CENTER	2,362,962	52,439	336,495	4,004		2,755,900
GENERAL GOVERNMENT REVENUES			705,000			705,000
HUMAN RESOURCES	2,421,022	25,700	224,037	6,250		2,677,009
INDIGENT DEFENSE	14,742,272	147,005	1,025,159	17,456		15,931,892
INFORMATION TECHNOLOGY	5,184,927	706,797	2,085,517	356,200		8,333,441
INSTITUTIONAL HEALTH	2,558,944	65,308	98,190,714	9,947		100,824,913
JUSTICE COURT AJO	512,980	16,200	140,245			669,425
JUSTICE COURT GREEN VALLEY	447,518	7,805	29,975			485,298
JUSTICE COURTS TUCSON	5,757,655	119,258	778,700			6,655,613
JUVENILE COURT	19,862,286	489,100	2,058,761	35,000		22,445,147
KINO SPORTS COMPLEX	717,511	86,500	664,154	49,000		1,517,165
NATURAL RESOURCES, PARKS & RECREATION	10,595,561	1,035,967	2,925,180	17,200		14,573,908
NON DEPARTMENTAL	26,100	5,500	12,658,393		10,000	12,699,993
OFC OF EMERG MGMT & HOMELAND SECURITY	272,357	13,877	226,840			513,074
OFFICE OF CHILDREN'S COUNSEL	786,954	17,453	83,882	5,500		893,789
OFFICE OF COURT APPOINTED COUNSEL	554,014	7,226	22,994			584,234
OFFICE OF SUSTAINABILITY & CONSERVATION	186,092	13,900	63,858			263,850
PHOTO TRAFFIC ENFORCEMENT	293,280		1,380,965			1,674,245
PROCUREMENT	2,126,644	10,525	43,838			2,181,007
PUBLIC FIDUCIARY	2,162,093	14,530	288,547			2,465,170
PUBLIC WORKS ADMINISTRATION		31,400	(31,400)			
RECORDER	1,519,819	24,150	1,003,741			2,547,710
SCHOOL SUPERINTENDENT	981,341	14,010	538,955	5,100		1,539,406
SHERIFF	97,077,804	6,248,420	18,400,544	150,000		121,876,768
SUPERIOR COURT	25,174,140	589,752	2,389,463			28,153,355
SUPERIOR COURT MANDATED SERVICES		7,840	1,815,685			1,823,525
TREASURER	2,001,289	87,551	366,702			2,455,542
TOTAL GENERAL FUND	257,497,403	12,060,949	177,174,206	792,357	44,128,540	491,653,455
<u>SPECIAL REVENUE FUNDS</u>						
EMPLOYMENT AND TRAINING						
EMPLOYMENT & TRAINING	2,787,448	50,338	15,218,422	63,250		18,119,458
PIMA VOCATIONAL HIGH SCHOOL	889,025	29,850	142,283	4,500		1,065,658
EMPLOYMENT AND TRAINING	3,676,473	80,188	15,360,705	67,750		19,185,116
ENVIRONMENTAL QUALITY						
ENVIRONMENTAL QUALITY	1,746,826	26,135	607,879			2,380,840
ENVIRONMENTAL QUALITY GRANTS	537,890	25,648	96,573	98,000		758,111

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

FUND/DEPARTMENTS	PERSONAL SERVICES	SUPPLIES	SERVICES AND OTHER CHARGES	CAPITAL OUTLAY	OTHER	TOTAL EXPENDITURES
ENVIRONMENTAL QUALITY	2,284,716	51,783	704,452	98,000		3,138,951
REGIONAL FLOOD CONTROL DISTRICT						
REGIONAL FLOOD CONTROL DISTRICT	7,182,979	154,170	4,662,601	44,200		12,043,950
REGIONAL FLOOD CONTROL DISTRICT	7,182,979	154,170	4,662,601	44,200		12,043,950
HEALTH						
HEALTH	12,723,363	1,157,821	2,795,349	23,900		16,700,433
HEALTH GRANTS	7,720,687	438,959	7,787,089	31,424		15,978,159
HEALTH	20,444,050	1,596,780	10,582,438	55,324		32,678,592
TRANSPORTATION						
TRANSPORTATION	16,801,139	2,124,746	17,583,446	243,910		36,753,241
TRANSPORTATION	16,801,139	2,124,746	17,583,446	243,910		36,753,241
OTHER SPECIAL REVENUE FUNDS						
CO ATTY BAD CHECK PROGRAM	336,192	6,000	56,510			398,702
CO ATTY CONSUMER PROTECTION	33,275					33,275
CO ATTY EMPLOYER SANCTIONS	207,181		8,460			215,641
CO ATTY FILL THE GAP	643,512		1,550			645,062
CO ATTY VICTIM RESTITUTION			2,000			2,000
CO ATTY VICTIM WITNESS COMP	69,100		363,584			432,684
COC CHILD SUPPORT INCENTIVE	49,522					49,522
COC DOCUMENT STORAGE & RETRIEVAL	69,621	500	367,500			437,621
COC LOCAL COURT AUTOMATION FUND	132,683	29,000	16,000	305,000		482,683
COC SPOUSAL MAINTENANCE ENFORCEMENT	37,341					37,341
COC TIME PAY FEES	18,909	5,500		154,100		178,509
COMMUNITY DEVELOPMENT GRANTS	1,126,529	30,950	16,195,317	7,400		17,360,196
COUNTY ATTORNEY GRANTS	4,324,963	76,130	911,511	95,800		5,408,404
COUNTY LAW ENFORCEMENT ANTIRACKETEERING	1,429,117	613,523	3,697,189	124,600		5,864,429
COURT AUTOMATION FUND	70,000	55,000	1,000,000	100,000		1,225,000
COURTS FILL THE GAP	1,082,959	16,143	200,596			1,299,698
ECONOMIC DEVELOPMENT & TOURISM	298,931	21,984	1,152,791			1,473,706
ELECTIONS GRANTS		25,000		1,141,200		1,166,200
EMERG MGMT/HOMELAND SECURITY GRANTS	642,201	122,428	334,189			1,098,818
EMPLOYEE BENEFIT LIABILITY FUND	1,000,000					1,000,000
FACILITIES MANAGEMENT GRANTS			50,000			50,000
FACILITIES RENEWAL FUND			715,100			715,100
FORENSIC SCIENCE CENTER GRANTS	13,954		347,004			360,958
HOUSING TRUST FUND			100,000			100,000
IMPROVEMENT DISTRICTS FORMATION FUND	45,829					45,829
INDIGENT DEFENSE FILL THE GAP	46,832	5,400	519,721	30,000		601,953
JC AJO COURT AUTOMATION FUND			12,750	10,000		22,750
JC AJO FARE SPECIAL REVENUE			4,800			4,800
JC AJO TIME PAY FEES	35,883		12,750			48,633
JC GV COURT AUTOMATION FUND	2,000	2,000	16,750			20,750
JC GV FARE SPECIAL REVENUE	300	500	500			1,300
JC GV PHOTO TRAFFIC ENFORCEMENT	1,000	2,000	9,565			12,565
JC GV TIME PAY FEES	1,000		3,000			4,000
JC TUCSON FARE SPECIAL REV		30,425				30,425
JC TUCSON PROBATION FEE	54,800					54,800
JC TUCSON TIME PAY FEES	326,839		80,000			406,839
JUSTICE COURTS TUCSON GRANTS	123,225		9,028			132,253
JUVENILE TITLE IV-E	40,878	5,800	13,500			60,178
JUVENILE COURT GRANTS	5,474,063	135,970	4,011,676	2,544		9,624,253
JUVENILE PROBATION SERVICES	247,710	500	26,165			274,375
LEGAL DEFENDER TRAINING FUND			26,000			26,000
NEIGHBORHOOD CONSERVATION					286,760	286,760
PARKS & RECREATION GRANTS		85,000				85,000
PARKS SPECIAL PROGRAMS		295,000	225,000			520,000

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

FUND/DEPARTMENTS	PERSONAL SERVICES	SUPPLIES	SERVICES AND OTHER CHARGES	CAPITAL OUTLAY	OTHER	TOTAL EXPENDITURES
PHOTO TRAFFIC ENFORCEMENT	106,626					106,626
PHS TRANSITION					2,596,685	2,596,685
PROPERTY TAX STABILIZATION FUND					22,376,589	22,376,589
PUBLIC DEFENDER TRAINING FUND			68,000			68,000
RECORDER DOC STORAGE & RETRIEVAL	700,151	105,250	516,200	162,000	192,000	1,675,601
SCHOOL RESERVE FUND			3,643,000			3,643,000
SHERIFF CNA ANTIRACKETEERING FUND			200,000			200,000
SHERIFF COMMISSARY OPERATIONS		700,000	49,000			749,000
SHERIFF CRIMINAL JUSTICE ENHANCEMENT		200,000	200,000	100,000		500,000
SHERIFF FEDERAL RICO FUND			500,000			500,000
SHERIFF GRANTS	2,771,732	558,666	1,420,197	3,633,334		8,383,929
SHERIFF INMATE WELFARE FUND	112,527	188,000	959,000	100,000		1,359,527
SHERIFF STATE RICO FUND			500,000			500,000
SUPERIOR COURT CHILD SUPPORT VISITATION			162,000			162,000
SUPERIOR COURT CONCILIATION	622,213	62,000	278,200			962,413
SUPERIOR COURT COUNTY LAW LIBRARY		325,075	2,650			327,725
SUPERIOR COURT GRANTS	8,565,377	9,563	873,058			9,447,998
SUPERIOR COURT PROBATE			19,260			19,260
SUPERIOR COURT PROBATION SERVICES	1,881,538	8,750	592,346			2,482,634
SUPERIOR CRT LOCAL COURT AUTOMATION FUND		100,000	450,000	200,000		750,000
TAXPAYER INFORMATION FUND		78,375	173,951	253,490		505,816
OTHER SPECIAL REVENUE FUNDS	32,746,513	3,900,432	41,097,368	6,419,468	25,452,034	109,615,815
SOLID WASTE MANAGEMENT						
SOLID WASTE MANAGEMENT	1,719,643	341,044	3,004,313			5,065,000
TIRE FUND	101,966	1,100	1,178,934	100,000		1,382,000
SOLID WASTE MANAGEMENT	1,821,609	342,144	4,183,247	100,000		6,447,000
COUNTY FREE LIBRARY						
COUNTY FREE LIBRARY	18,123,283	5,774,890	7,824,423	310,000		32,032,596
COUNTY FREE LIBRARY GRANTS	47,129	90,000	42,871			180,000
COUNTY FREE LIBRARY	18,170,412	5,864,890	7,867,294	310,000		32,212,596
STADIUM DISTRICT						
STADIUM DISTRICT	1,832,437	468,200	1,813,803	168,500		4,282,940
STADIUM DISTRICT	1,832,437	468,200	1,813,803	168,500		4,282,940
IMPROVEMENT DISTRICTS						
IMPROVEMENT DISTRICTS					9,243	9,243
IMPROVEMENT DISTRICTS					9,243	9,243
TOTAL SPECIAL REVENUE FUNDS	104,960,328	14,583,333	103,855,354	7,507,152	25,461,277	256,367,444
DEBT SERVICE FUND						
DEBT SERVICE					100,824,209	100,824,209
TOTAL DEBT SERVICE FUND					100,824,209	100,824,209
CAPITAL PROJECTS FUNDS						
CAPITAL PROJECTS		3,750	(3,750)	221,159,460		221,159,460
TOTAL CAPITAL PROJECTS FUNDS		3,750	(3,750)	221,159,460		221,159,460
ENTERPRISE FUNDS						
DEVELOPMENT SERVICES						
DEVELOPMENT SERVICES	5,307,878	22,888	1,343,669			6,674,435

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

FUND/DEPARTMENTS	PERSONAL SERVICES	SUPPLIES	SERVICES AND OTHER CHARGES	CAPITAL OUTLAY	OTHER	TOTAL EXPENDITURES
DEVELOPMENT SERVICES	5,307,878	22,888	1,343,669	0		6,674,435
MEDICAL SERVICES						
PIMA HEALTH SYSTEM & SERVICES	15,646,226	1,608,411	52,662,775	9,000		69,926,412
MEDICAL SERVICES	15,646,226	1,608,411	52,662,775	9,000		69,926,412
PARKING GARAGES						
PARKING GARAGES	344,704	30,725	1,367,930			1,743,359
PARKING GARAGES	344,704	30,725	1,367,930	0		1,743,359
REGIONAL WASTEWATER RECLAMATION						
REGIONAL WASTEWATER RECLAMATION	36,030,705	8,458,682	59,172,264	306,340	49,763,557	153,731,548
WASTEWATER SYSTEM DEVELOPMENT FUND			322,000			322,000
REGIONAL WASTEWATER RECLAMATION	36,030,705	8,458,682	59,494,264	306,340	49,763,557	154,053,548
TOTAL ENTERPRISE FUNDS	57,329,513	10,120,706	114,868,638	315,340	49,763,557	232,397,754
TOTAL EXPENDITURES/EXPENSES	419,787,244	36,768,738	395,894,448	229,774,309	220,177,583	1,302,402,322
<u>INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY</u>						
<u>INTERNAL SERVICE FUNDS</u>						
FLEET SERVICES	3,508,236	7,155,772	6,308,887	21,750		16,994,645
GRAPHIC SERVICES PRODUCTION	580,349	177,450	175,686			933,485
RISK MANAGEMENT	2,222,579	666,270	16,168,507			19,057,356
TELECOMMUNICATIONS	1,580,501	274,124	2,939,722	4,800		4,799,147
TOTAL INTERNAL SERVICE FUNDS	7,891,665	8,273,616	25,592,802	26,550		41,784,633
TOTAL ALL FUNDS	427,678,909	45,042,354	421,487,250	229,800,859	220,177,583	1,344,186,955

**SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2009/2010 - 2011/2012**

FUNCTIONAL AREA/SUPER DEPARTMENT	ADOPTED 2009/2010	REVISED 2010/2011	ADOPTED 2011/2012
<u>COUNTY ADMINISTRATION</u>			
ASSESSOR	160.5	160.5	155.0
BOARD OF SUPERVISORS	24.0	24.0	23.4
CLERK OF THE BOARD	17.0	16.0	16.0
COMMUNICATIONS OFFICE	6.0	5.5	10.4
COUNTY ADMINISTRATOR	17.8	17.8	11.8
ELECTIONS	17.0	16.0	16.0
FINANCE & RISK MANAGEMENT	99.0	212.1	198.9
FORENSIC SCIENCE CENTER	27.0	27.0	27.5
HUMAN RESOURCES	37.0	51.1	49.1
INFORMATION TECHNOLOGY	105.0	177.0	150.0
OFC OF EMERG MGMT & HOMELAND SECURITY	0.0	0.0	11.4
PROCUREMENT	31.8	30.8	30.6
RECORDER	50.3	61.8	45.0
TREASURER	40.0	38.6	38.5
TOTAL COUNTY ADMINISTRATION	632.4	838.2	783.6
<u>COMMUNITY & ECONOMIC DEVELOPMENT</u>			
COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	6.6	4.0	4.0
COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	25.6	30.4	32.6
COMMUNITY SVCS, EMPLOYMENT & TRAINING	159.0	155.5	141.1
COUNTY FREE LIBRARY	383.7	387.5	388.1
ECONOMIC DEVELOPMENT & TOURISM	2.9	3.1	3.0
KINO SPORTS COMPLEX	20.2	19.0	15.8
SCHOOL SUPERINTENDENT	14.0	14.5	14.0
STADIUM DISTRICT	30.7	31.2	33.1
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	642.7	645.2	631.7
<u>JUSTICE & LAW ENFORCEMENT</u>			
CLERK OF SUPERIOR COURT	217.5	212.6	212.0
CONSTABLES	13.0	13.0	13.0
COUNTY ATTORNEY	448.3	457.6	467.9
INDIGENT DEFENSE	208.0	202.8	206.7
JUSTICE COURT AJO	10.6	10.6	11.6
JUSTICE COURT GREEN VALLEY	9.5	11.5	11.5
JUSTICE COURTS TUCSON	139.1	135.0	136.0
JUVENILE COURT	541.6	530.6	525.4
OFFICE OF COURT APPOINTED COUNSEL	9.2	14.6	21.1
PUBLIC FIDUCIARY	38.3	35.5	35.5
SHERIFF	1,412.2	1,413.2	1,418.2
SUPERIOR COURT	672.5	667.6	666.9
TOTAL JUSTICE & LAW ENFORCEMENT	3,719.8	3,704.6	3,725.8
<u>OFFICE OF MEDICAL AND HEALTH SERVICES</u>			
HEALTH	390.6	367.0	381.3
INSTITUTIONAL HEALTH	30.0	31.0	30.3
OFC OF EMERG MGMT & HOMELAND SECURITY	0.0	11.0	0.0
PIMA HEALTH SYSTEM & SERVICES	680.5	586.4	256.4
TOTAL OFFICE OF MEDICAL AND HEALTH SERVICES	1,101.1	995.4	668.0

**SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2009/2010 - 2011/2012**

FUNCTIONAL AREA/SUPER DEPARTMENT	ADOPTED 2009/2010	REVISED 2010/2011	ADOPTED 2011/2012
<u>PUBLIC WORKS</u>			
CAPITAL PROJECTS	9.5	4.0	5.0
DEVELOPMENT SERVICES	71.2	65.8	65.1
ENVIRONMENTAL QUALITY	43.9	35.2	36.0
FACILITIES MANAGEMENT	173.0	168.0	168.0
NATURAL RESOURCES, PARKS & RECREATION	251.3	236.2	230.1
OFFICE OF SUSTAINABILITY & CONSERVATION	0.0	0.0	11.5
PUBLIC WORKS ADMINISTRATION	34.0	30.0	23.0
REGIONAL FLOOD CONTROL DISTRICT	70.3	70.3	67.3
REGIONAL WASTEWATER RECLAMATION	580.0	519.7	511.8
SOLID WASTE MANAGEMENT	34.5	33.5	28.5
TRANSPORTATION	354.1	295.6	294.7
TOTAL PUBLIC WORKS	1,621.8	1,458.3	1,441.0
TOTAL FUNCTIONAL AREAS	7,717.8	7,641.7	7,250.1
<u>INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY</u>			
<u>INTERNAL SERVICE FUNDS</u>			
FLEET SERVICES	62.7	54.0	55.0
GRAPHIC SERVICES PRODUCTION	9.6	10.1	10.6
RISK MANAGEMENT	24.5	24.5	24.5
TELECOMMUNICATIONS	23.0	23.0	22.0
TOTAL INTERNAL SERVICE FUNDS	119.8	111.6	112.1
TOTAL ALL FUNDS	7,837.6	7,753.3	7,362.2

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

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REVENUE SOURCES

The following section provides information regarding various revenues earned by the County. Information shown at the fund level may contain numbers for multiple departments within the fund, including grants. Information regarding revenues for a specific department 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 2007/2008 and ending with fiscal year 2011/2012. Revenues for fiscal years 2007/2008, 2008/2009, and 2009/2010 are based on audited actuals. Revenues for fiscal year 2010/2011 are based on the Revised Budget. Fiscal year 2011/2012 revenues are from the Adopted Budget.

A summary of the total budgeted fiscal year 2011/2012 revenue by fund is shown below, and a Summary of Revenue by Fund, Department, and Category is provided on pages 9-27 through 9-32.

	Total Revenue
General Fund	\$ 460,247,799
Capital Projects.....	53,977,280
County Free Library	30,450,489
Debt Service	65,603,403
Development Services.....	5,948,228
Economic Development & Tourism	1,132,734
Employment & Training	18,906,048
Environmental Quality.....	2,687,161
Fleet Services	16,204,462
Graphic Services Production	990,000
Health	24,082,945
Improvement Districts	264,884
Other Special Revenue Funds.....	75,708,774
Parking Garages.....	2,099,100
Pima Health System & Services	61,061,472
Regional Flood Control District.....	20,418,768
Regional Wastewater Reclamation.....	166,423,553
Risk Management.....	19,574,650
Solid Waste Management.....	4,247,000
Stadium District.....	1,928,200
Telecommunications.....	4,836,816
Transportation.....	49,042,086

GENERAL FUND

Tax revenues are derived from primary tax levies on real and personal property. The fiscal year 2011/12 primary net assessed value is \$8,310,120,212, a \$629,527,048 decrease from fiscal year 2010/11. The primary tax rate for fiscal year 2011/12 is \$3.4178 per \$100 of net assessed value, a \$0.1045 increase over fiscal year 2010/11. Total budgeted primary property tax collections are \$287,132,878, with current year collections of \$270,909,816, delinquent taxes of \$9,017,775, and interest and penalties on delinquent taxes totaling \$7,205,287. Budgeted tax revenues decrease \$14,264,757 between fiscal year 2010/11 and fiscal year 2011/12 due to a lower tax base and lower collection rates for current year and delinquent property taxes.

Licenses and Permits revenues increase \$149,468 to \$2,612,500 for fiscal year 2011/12, reflecting slow population growth and the state's statutory redefinition of the basis for local cable TV license fees, along with a \$8,500 increase in anticipated pawnbroker business licenses.

Intergovernmental revenues increase \$1,396,065 to \$123,412,475 in fiscal year 2011/12. With the continuing slow economic recovery, State Shared Sales Tax revenue increases \$3,228,700 to \$86,228,700 and Unincorporated Transient Lodging Excise Tax revenue increases \$341,374. Federal Payment in Lieu of Taxes revenue increases \$185,000 in fiscal year 2011/12. Federal revenues for the Superior Court increase \$40,000 due to an increase in federal child support reimbursements. County Attorney revenue increases \$15,230 with additional contributions from the City of Tucson for victim services.

Shared Vehicle License Tax revenue decreases \$1,445,000 to \$23,255,000 in fiscal year 2011/12, as its tax base declines. Elections revenues decrease \$930,000, with no anticipated jurisdictional elections and fewer reimbursements for state primary and Presidential Preference elections. State revenue for Justice Courts decrease \$23,315 because of state cost shifts that impact reimbursements for Justice of the Peace salaries and productivity credits that reduce Justice Court Ajo Justice of the Peace salaries. Federal revenue for Juvenile Court decreases \$14,000, as fewer meals are served under the National School Lunch Program.

Charges for Services revenues are \$36,554,254 for fiscal year 2011/12, a decrease of \$36,516 from fiscal year 2010/11. Contributions from Public Enterprises increase \$852,635, primarily due to higher communication services costs, while contributions to the General Fund from other funds and taxing authorities for administrative services decrease \$46,422. Overhead decreases \$70,977 due to fewer anticipated federal and state grants allocated to the General Fund. Recorder fees increase \$256,360 as a result of greater document recording activities. The Sheriff Department anticipates \$50,000 in additional fees from the state mandated tow program, while Correctional Housing reimbursements from the City of Tucson decrease \$847,350 due to changes in booking procedures.

Fiscal Year 2011/2012

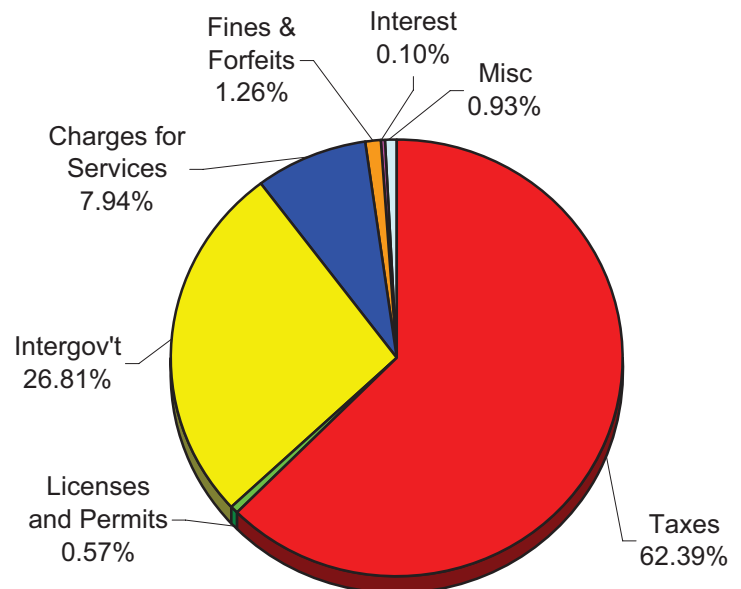


Photo Traffic Enforcement Department court fees decrease \$477,540 due to fewer traffic citations being issued. Justice Courts fee revenues increase \$248,953 with more civil filings, higher fees with Photo Traffic Enforcement, and increased usage of defensive driving programs in lieu of paying traffic citations.

Interdepartmental charges decline \$15,000 for the Communication Office, reflecting a decrease in utilization by other departments for its graphic design services. Information Technology revenue increases \$22,525 due to greater graphic information services sales. Natural Resources, Parks and Recreation Department fees increase \$13,800. A \$29,500 increase in facility fees for classroom and meeting room reservations offsets a \$53,000 decrease in fees from sports leagues, classes, and summer camp for the Kino Sports Complex.

Fines and Forfeits budgeted in the General Fund decrease \$1,888,639 to \$5,793,193 in fiscal year 2011/12. A decrease in the volume of traffic citations issued reduces Photo Traffic Enforcement Justice Court fines by \$1,750,686. Justice Court Tucson revenue from fines and forfeits decreases by \$135,652 due to the issuance of fewer traffic citations and a reduced number of forfeited bonds.

Interest revenue budgeted for the General Fund is \$469,611 in fiscal year 2011/12, a \$401,725 decrease from fiscal year 2010/11. The decrease reflects anticipated low interest yields on fund balances and reduced interest revenue from the UPI/UPH note receivable.

Miscellaneous revenues decrease \$254,044 to \$4,272,888 in fiscal year 2011/12. Facilities Management anticipates a decrease of \$11,699 in rent revenue from non-County tenants. Reimbursements from school districts for elections and other services performed by the Superintendent of Schools decrease \$73,329. Miscellaneous revenue decreases by \$40,000 for the Superior Court, as pretrial services are no longer performed for the City of South Tucson. Natural Resources, Parks and Recreation revenue decreases \$149,000 due to less participation for events at Sportspark, while the Kino Sports Complex anticipates a \$29,820 reduction in rent with the relocation of Pima Vocational High School. Justice Court Tucson revenue decreases by \$59,000 due to fewer unclaimed bonds, restitutions, and overpayments. The Recorder anticipates a revenue decline of \$6,725 from decreased postage fees charged for returning recorded documents by mail.

Departments offsetting some of the decrease in miscellaneous revenues include Information Technology, which anticipates a \$62,829 increase in cell tower and building antenna site rents, and the Sheriff, with a \$15,000 increase in restitution revenues from arrestees. Kino Sports Complex revenue increases \$20,000 as reimbursement for providing landscaping services to other County departments.

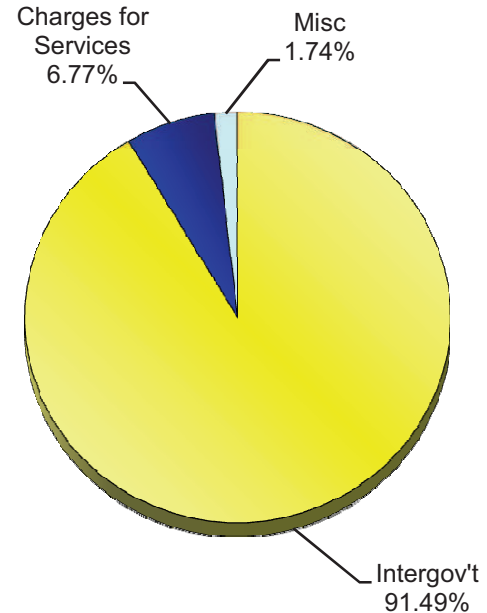
More detailed information on the changes in revenue for each department is available in the Summary of Revenue By Fund, Department, and Category provided on pages 9-27 through 9-32.

Note: Other funding sources include operating transfers in of \$5,034,530.

Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Taxes	268,492,467	281,748,647	304,440,927	301,397,635	287,132,878
Licenses & Permits	2,970,600	2,746,957	2,738,340	2,463,032	2,612,500
Intergovernmental	148,158,077	131,966,325	128,926,959	122,016,410	123,412,475
Charges for Svcs	32,307,052	35,329,711	40,355,972	36,590,770	36,554,254
Fines and Forfeits	5,019,877	4,720,314	7,010,958	7,681,832	5,793,193
Interest	3,343,184	1,083,732	1,198,087	871,336	469,611
Miscellaneous	8,314,448	7,470,076	5,071,574	4,526,932	4,272,888
Total Revenue	468,605,705	465,065,762	489,742,817	475,547,947	460,247,799

CAPITAL PROJECTS FUND**Capital Projects Fund**

Intergovernmental revenues consist of \$34,172,573 in reimbursements from the Regional Transportation Authority funded by a half-cent excise tax approved by voters in May 2006; \$6,879,388 in state highway funds, transportation enhancement program funds, grants, and reimbursements. Federal revenue of \$5,499,498 comes primarily from Public Safety Interoperable Communications grant, federal surface transportation program, and special appropriations. An additional \$2,832,916 is available as part of the American Recovery and Reinvestment Act (ARRA) of 2009. The decrease of \$17,876,461 consists of \$9,141,898 from the Regional Transportation Authority, \$4,779,218 from reduced federal funding, \$4,316,204 from state reduced funding and is partially offset by \$360,859 from stimulus funding.

Fiscal Year 2011/2012

Charges for Services represent impact of fees collected for new development and contributions from developers and other outside sources.

Interest earnings are not budgeted due to a reduced small cash balance and lower interest rates in the Local Government Investment Pool.

Miscellaneous revenues are from private contributions.

Memo Revenue in fiscal year 2009/10 is for the sale of the Malcolmson property.

Note: Other funding sources include general obligation bond proceeds of \$60,000,000, transportation bond proceeds of \$6,000,000, and certificates of participation proceeds of \$37,000,000. Total operating transfers of \$26,048,639 consist of \$14,005,988 from the Regional Flood Control District, \$2,330,298 from the Facilities Renewal Fund, \$2,057,359 from the General Fund, \$5,700,000 from the Transportation department, \$1,445,000 from the Information Technology department, \$176,717 from the Indigent Defense Fill the Gap Fund, \$128,476 from the Development Services department, \$128,000 from the Health department, \$71,250 from the Risk Management department and \$5,551 from the Regional Wastewater Reclamation Fund.

Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Intergovernmental	17,022,948	25,036,741	31,105,975	67,260,836	49,384,375
Charges for Services	8,839,064	3,651,870	4,380,520	6,665,200	3,655,905
Interest	4,812,517	2,634,977	1,169,998		
Miscellaneous	3,166,659	323,035	430,886	404,342	937,000
Memo Revenue			815,527		
Total Revenue	33,841,188	31,646,623	37,902,906	74,330,378	53,977,280

COUNTY FREE LIBRARY

Special Revenue Fund

Tax revenues are derived from a secondary tax levy on real property and personal property. The fiscal year 2011/12 secondary net assessed value is \$8,448,281,586 which amounts to a decrease of \$894,279,607 or 9.57% from the fiscal year 2010/11 final valuation. The tax rate for fiscal year 2011/12 is \$0.3460, an increase of \$0.0360 over the fiscal year 2010/11 rate of \$0.3100 per \$100 of net assessed value. Total secondary property tax collections are budgeted at \$29,044,489, with current year collections of \$27,952,682 and delinquent taxes of \$1,091,807. (The current year collections reflect expected collection rates.)

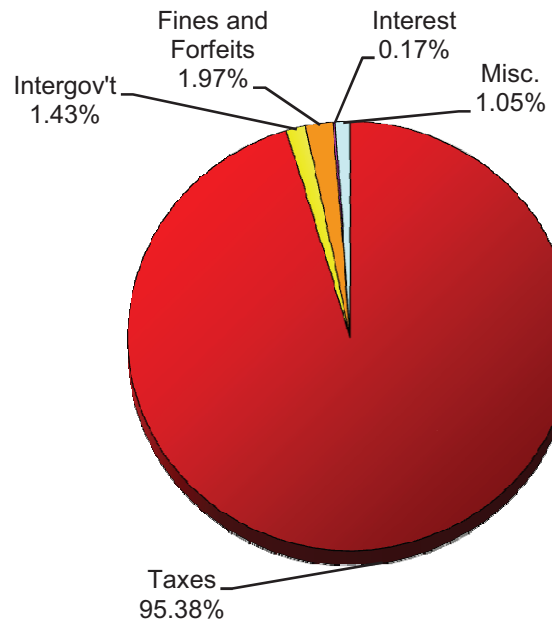
Intergovernmental revenues consist of \$150,000 in federal and state grants for various library projects, \$200,000 from an intergovernmental agreement with the town of Oro Valley for reimbursement of the costs of operating the Oro Valley library, and \$85,000 for various expense reimbursements from the city of Tucson.

Fines and Forfeits represent library fines.

Interest revenues represent interest from the Treasurer's commingled interest distribution. The decrease from fiscal year 2010/11 is due to lower expected interest rates.

Miscellaneous revenues represent collections, donations, and non-government grants.

Fiscal Year 2011/2012



Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Taxes	32,275,806	32,124,371	26,218,571	28,424,891	29,044,489
Intergovernmental	4,420,611	2,421,797	463,043	407,780	435,000
Fines and Forfeits	690,352	739,686	743,453	600,000	600,000
Interest	735,232	372,968	287,348	271,000	51,000
Miscellaneous	981,562	366,278	237,438	320,000	320,000
Total Revenue	39,103,563	36,025,100	27,949,853	30,023,671	30,450,489

DEBT SERVICE**Debt Service Fund**

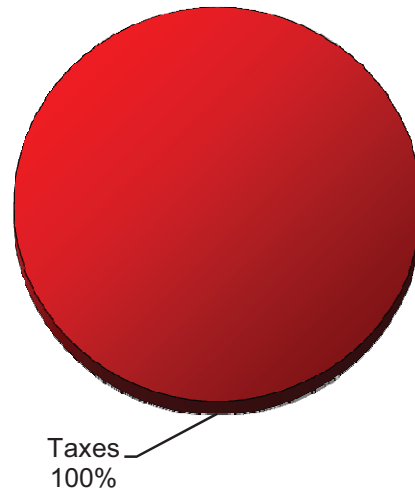
Tax revenues are derived from a secondary tax levy on real property and personal property. The fiscal year 2011/12 secondary net assessed value is \$8,448,281,586, which amounts to a decrease of \$894,279,607 from the fiscal year 2010/11 final levy amount. The tax rate for fiscal year 2011/12 is \$0.7800 per \$100 of net assessed value. This is a \$0.0300 increase over the fiscal year 2010/11 rate of \$0.7500 per \$100 of net assessed value. Total secondary property tax collections are budgeted at \$65,603,403, with current year collections of \$63,022,540 and delinquent taxes of \$2,580,863. (The current year collections reflect expected collection rates.)

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

Interest earnings are from the Local Government Investment Pool.

Miscellaneous revenue in fiscal year 2007/08 is from the sale of land held by the state under tax deed.

Note: Other funding sources include operating transfers in from County Free Library of \$77,362, Development Services of \$14,676, Fleet Services of \$24,824, General Fund of \$7,420,268, Graphic Services of \$2,184, Health of \$74,858, Parking Garages of \$2,867, Pima Health System of \$326,202, Regional Flood Control of \$50,226, Regional Wastewater Reclamation of \$612,834, Risk Management of \$30,263, Stadium District of \$10,268, Telecommunications of \$10,422 and Transportation of \$16,579,804.

Fiscal Year 2011/2012

Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Taxes	55,761,597	57,221,670	69,324,973	68,771,301	65,603,403
Intergovernmental	16,376	17,386	77,755	7,500	
Interest	1,842,349	945,419	936,299	1,000,000	
Miscellaneous	116				
Total Revenue	57,620,438	58,184,475	70,339,027	69,778,801	65,603,403

DEVELOPMENT SERVICES**Enterprise Fund**

Licenses and Permits includes \$4,776,070 of building permit fees. The \$372,366 decrease is due primarily to the continued construction slowdown.

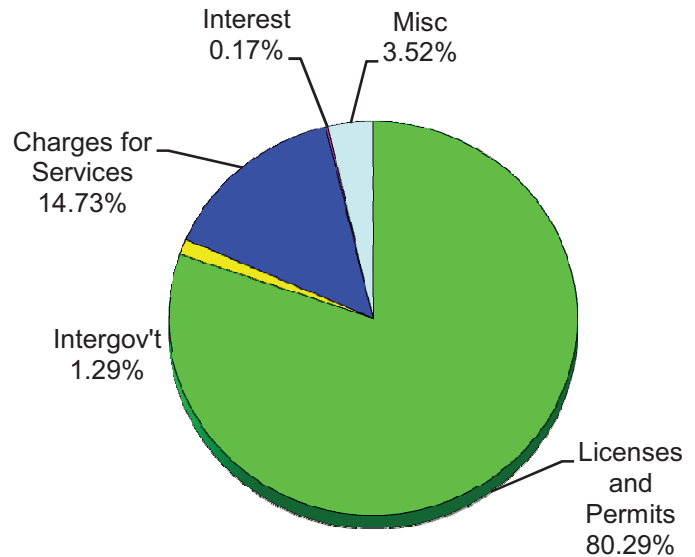
Intergovernmental includes \$76,782 for a solar program coordinator from a federal grant as part of the American Recovery and Reinvestment Act.

Charges for Services include \$444,715 for development review fees, \$318,175 for planning and zoning review fees, \$108,656 for native plan and commercial kitchen review fees, and \$4,500 for Green Building review fees. The \$29,725 decrease is due primarily to the continued construction slowdown.

Interest earnings of \$10,009 are expected in fiscal year 2011/12 from the Local Government Investment Pool. A decrease in Revenue is expected due to a lower fund balance.

Miscellaneous revenues come from various sources: \$4,500 from employee reimbursements and other cost recovery; \$185,936 from enforcement of violations; \$7,385 from sale of electronic reports; \$11,500 from copies and the sale of reports, maps, and books. The decrease of \$77,347 is due primarily to an end in fees for addressing services.

Memo Revenue in fiscal year 2007/08 and 2008/09 was from the sale of information technology equipment.

Fiscal Year 2011/2012

Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Licenses and Permits	5,525,304	3,355,195	5,051,795	5,148,436	4,776,070
Intergovernmental			9,454	120,368	76,782
Charges for Services	3,467,359	2,299,001	833,899	905,771	876,046
Interest	555,768	102,510	35,627	30,000	10,009
Miscellaneous	210,234	222,019	145,045	286,668	209,321
Memo Revenue	38,593	16,232			
Total Revenue	9,797,258	5,994,957	6,075,820	6,491,243	5,948,228

ECONOMIC DEVELOPMENT & TOURISM

Special Revenue Fund

Intergovernmental revenues represent hotel/motel taxes designated for economic development and tourism activities. The increase of \$65,024 over fiscal year 2010/11 reflects a slight projected increase in hotel and motel occupancy rates.

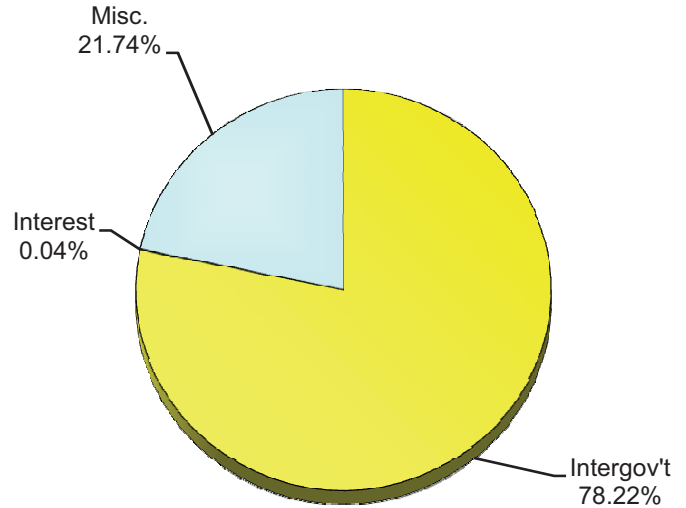
Interest earnings of \$500 are expected from the Treasurer's commingled interest distribution which is based on the department's expected cash balances during the fiscal year.

Miscellaneous represents revenues from five County leased properties used for recreational and tourism purposes, the rental of office space to a federal agency, and reimbursements for assisting outside agencies with advertising cooperatives. The \$31,772 increase over fiscal year 2010/11 is due to increased golf course revenue and first-time budgeting of office space rent and outside agency reimbursements.

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%).

Note: Other funding sources include an operating transfer of \$398,259 from the General Fund to fund seven outside agencies.

Fiscal Year 2011/2012



Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Intergovernmental	1,314,417	1,072,151	901,924	820,948	885,972
Interest	35,395	6,200	3,275	4,000	500
Miscellaneous	203,046	233,949	234,392	214,490	246,262
Total Revenue	1,552,858	1,312,300	1,139,591	1,039,438	1,132,734

EMPLOYMENT & TRAINING**Special Revenue Fund**

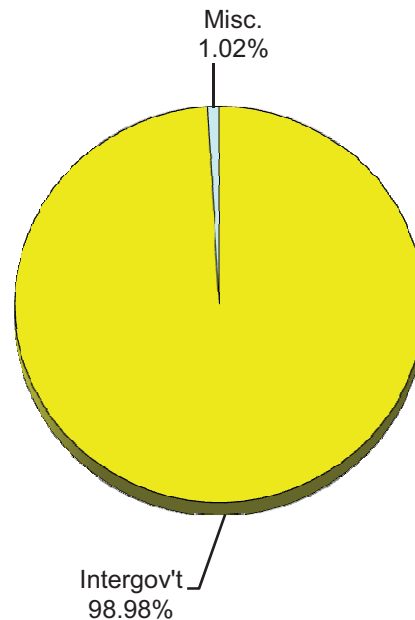
Intergovernmental revenues are primarily comprised of federal grants for employment and training programs designed for low income individuals. These funds go to programs that include counseling of the homeless and employment training, as well as summer youth employment. Additional funding for these programs is provided by the state of Arizona and the city of Tucson. And funding is also provided to the Pima Vocational High School (Charter School) via federal 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. In fiscal years 2007/08 through 2009/10 there was a continuing increase in these revenues. The large increase in the fiscal year 2009/10 amount over 2008/09 is primarily due to \$6.9

million of federal stimulus grants which are a part of the American Recovery and Reinvestment Act (ARRA) of 2009. The continuing decreases after fiscal year 2009/10 are primarily due to decreases in both ARRA grants and other federal grants.

Miscellaneous revenue of \$193,625 represents private grant funds primarily from the Arizona Community Action Association for utility repairs, home energy costs, and energy conservation services. Miscellaneous revenues vary widely from year to year.

Note: Other funding sources include an operating transfer of \$279,068 from the General Fund to pay for the department's required matched share for grant expenditures.

Fiscal Year 2011/2012

Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Intergovernmental	12,157,715	14,499,217	22,547,444	21,471,134	18,712,423
Miscellaneous	306,176	202,984	202,257	193,492	193,625
Total Revenue	12,463,891	14,702,201	22,749,701	21,664,626	18,906,048

ENVIRONMENTAL QUALITY**Special Revenue Fund**

Licenses and Permits revenues include \$1,166,000 from air quality inspection and application fees, \$481,500 from review and inspection of water, septic, and sewer plans and systems, \$131,700 for base fees and hauling of solid waste, and \$117,000 from hazardous material related permits. The decrease of \$25,225 is due primarily to a decrease in inspections projected for fiscal year 2011/12.

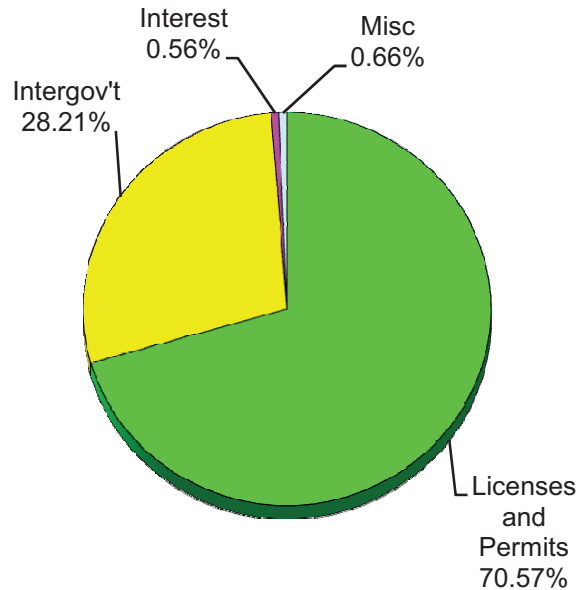
Intergovernmental revenues consist of \$550,000 in federal grants, \$194,000 in state program funding and grants, and \$14,111 in city participation. The decrease of \$2,787 is due primarily to the reduction in city participation programs.

Fines and Forfeits in prior fiscal years reflect fines collected for violations of environmental regulations. Because fines and forfeits are not easily forecasted, they have been budgeted as zero for fiscal years 2010/11 through 2011/12.

Interest earnings of \$15,000 are expected in fiscal year 2011/12 from the Local Government Investment Pool.

Miscellaneous revenues include \$7,150 from requests for public records, \$10,000 for the Brush Wellman Beryllium Monitoring contract, and \$700 from employee reimbursements and other cost recoveries.

Note: Other funding sources include an operating transfer of \$389,694 from the General Fund to fund air quality programs.

Fiscal Year 2011/2012

Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Licenses and Permits	2,133,576	1,789,012	1,920,334	1,921,425	1,896,200
Intergovernmental	1,686,514	1,302,052	896,736	760,898	758,111
Fines and Forfeits	87,700	77,355	10,084		
Interest	51,549	16,326	17,134	17,500	15,000
Miscellaneous	14,807	11,492	18,639	17,850	17,850
Total Revenue	3,974,146	3,196,237	2,862,927	2,717,673	2,687,161

FLEET SERVICES**Internal Service Fund**

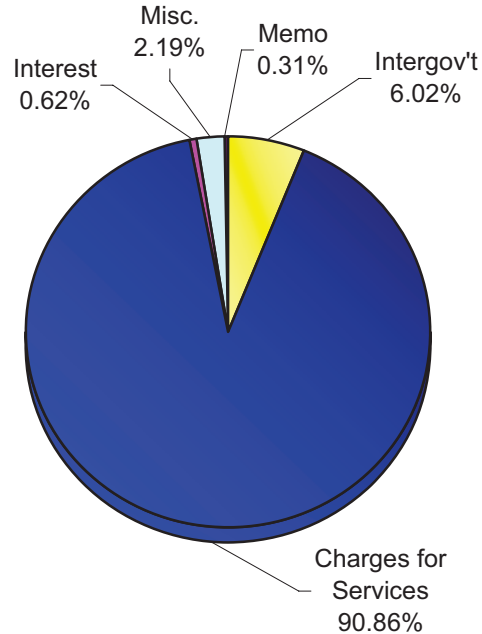
Intergovernmental revenues represent \$975,000 in revenue from fuel and maintenance provided to other government agencies, which in fiscal years prior to 2008/09 was budgeted as Miscellaneous revenue. Intergovernmental amounts for fiscal years prior to 2009/10 represent or include diesel fuel tax refunds from the state. This item was not budgeted after fiscal year 2008/09.

Charges for Services revenues include \$12,924,462 in per mile fees received from other County departments for the use of vehicles and \$1,800,000 for reimbursements for the cost of fuel, parts, and labor for some 756 items of County equipment. The decreases in per mile fees for fiscal years 2009/10 and 2010/11 are due to decreases in mileage rates averaging 35 percent and 24 percent respectively based on vehicle class codes while the increase in fiscal year 2011/12 is due to anticipated increases in fuel costs.

Interest earnings of \$100,000 are expected from the Treasurer's commingled interest distribution. The decrease from fiscal year 2010/11 is due to lower expected interest rates.

Miscellaneous revenues include \$300,000 from insurance companies and individuals for accident related repairs to County vehicles, and \$55,000 for metals recycling and expense reimbursements. In fiscal years prior to 2008/09, this category also included revenue from fuel and maintenance provided to other government agencies. For fiscal years 2008/09 through 2011/12 this is budgeted as Intergovernmental revenue.

Memo revenues represent \$50,000 from the sale of obsolete County vehicles and equipment.

Fiscal Year 2011/2012

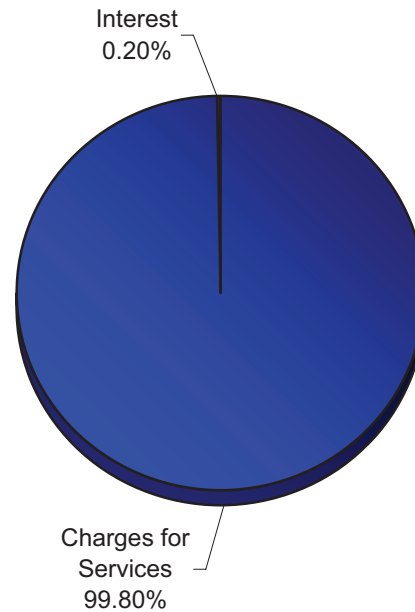
Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Intergovernmental	38,663	1,091,468	1,106,109	975,000	975,000
Charges for Services	19,985,821	20,865,709	14,324,657	12,304,462	14,724,462
Interest	273,096	183,542	233,505	250,000	100,000
Miscellaneous	1,775,956	694,079	479,138	188,000	355,000
Memo Revenue	70,878			50,000	50,000
Total Revenue	22,144,414	22,834,798	16,143,409	13,767,462	16,204,462

GRAPHIC SERVICES PRODUCTION**Internal Service Fund**

Charges for Services revenues consist of fees paid by other County departments for various printing services, services provided to non-County organizations, and the sale of reports and atlases to the public. The increase in revenue is based on fiscal year 2010/11 actual revenue.

Interest revenues are earned on fund cash balance.

Miscellaneous revenues prior to fiscal year 2011/12 include the sale of reports and atlases to the public, stale dated warrants, refunds of prior year overcharges, and services provided to non-County organizations. The decrease in revenue is due to budgeting fees from the sale of reports and atlases and from services provided to non-County organizations as charges for services.

Fiscal Year 2011/2012

Note: Beginning in fiscal year 2011/12, Graphic Services Production is under the operational control of Finance & Risk Management. Program information is presented there.

Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Charges for Services	1,323,824	1,111,212	1,131,243	970,000	988,000
Interest	134	1,581	1,997	2,000	2,000
Miscellaneous	7,059	5,894		5,000	
Total Revenue	1,331,017	1,118,687	1,133,240	977,000	990,000

HEALTH**Special Revenue Fund**

Licenses and Permits are required for 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 licensing fees also generate revenue.

Intergovernmental revenues include grants for family planning, Women, Infants & Children, child health initiatives, HIV surveillance, and bioterrorism preparedness. Revenues are also derived from animal care services provided to incorporated municipalities including the city of Tucson. The decreased revenue is primarily due to a reduction in American Recovery and Reinvestment Act funding for the Communities Putting Prevention to Work grant of \$3,643,203, and a move of Emergency Management grants to Other Special Revenue Funds which reflects a decrease of \$2,049,222.

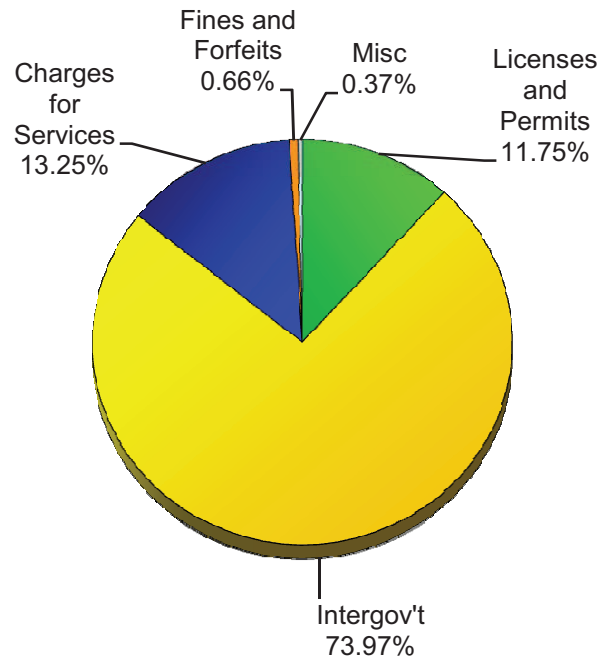
Charges for Services include services that range from processing birth and death certificates to providing immunizations and other public health related services. The department also charges fees for animal care services. Fees are charged for housing impounded animals; transferring and copying licensing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

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

Interest earned in fiscal years 2007/08, 2008/09 and 2009/10 was from an Animal Care cash balance.

Miscellaneous revenues include postage, copying services, bad check collections, stale dated warrants, and local program funding.

Note: Other funding sources include General Fund support for Health of \$8,326,123.

Fiscal Year 2011/2012

Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Licenses and Permits	2,404,496	2,267,460	2,736,903	2,729,169	2,829,169
Intergovernmental	11,672,918	10,672,555	12,100,939	23,064,123	17,814,381
Charges for Services	2,581,603	2,893,674	2,831,378	3,476,154	3,191,660
Fines and Forfeits	180,487	158,235	165,642	200,557	158,260
Interest	5,301	7,809	39,650		
Miscellaneous	427,992	471,452	388,606	111,319	89,475
Total Revenue	17,272,797	16,471,185	18,263,118	29,581,322	24,082,945

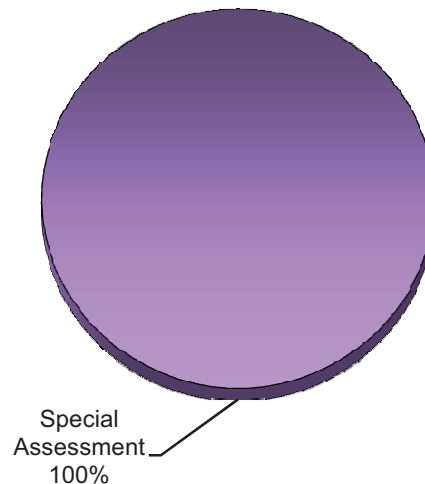
IMPROVEMENT DISTRICTS

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 La Cholla Boulevard at \$135,301 and Hayhook Ranch at \$129,583.

Interest revenues are earned on individual improvement district cash balances.

Fiscal Year 2011/2012



Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Special Assessment	555,844	440,351	535,666	303,619	264,884
Interest	5,350	2,433	1,540		
Total Revenue	561,194	442,784	537,206	303,619	264,884

OTHER SPECIAL REVENUE FUNDS

Special Revenue Fund

Intergovernmental revenues consist of federal and state funds received under County Law Enforcement Antiracketeering \$1,196,138; Fill the Gap funds for County Attorney, various courts, and Indigent Defense \$1,675,600; County Attorney Victim Witness Compensation \$359,684; Sheriff Criminal Justice Enhancement \$400,000; Recorder Document Storage & Retrieval \$184,360; Sheriff State RICO funds \$50,000; Juvenile Court Title IV-E funding \$200,000; Public Defender Training \$60,000; Legal Defender Training \$15,000; 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 Development Block Grants \$17,301,096 of which \$10,897,178 is from American Recovery and Reinvestment Act (ARRA)/Stimulus funding; County Attorney \$5,087,508 of which

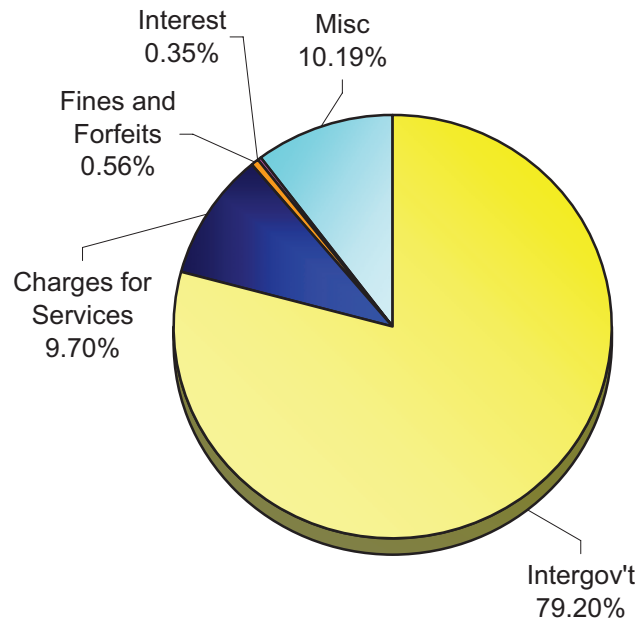
\$1,016,673 is ARRA/Stimulus funding; Juvenile Court \$9,613,281; Sheriff \$8,383,929; Superior Court \$9,370,574; Facilities Management ARRA/Stimulus funds \$50,000; Forensic Science Center \$360,958; Elections \$1,154,291; Emergency Management/Homeland Security \$1,098,818; Justice Courts Tucson \$132,253; Natural Resources Parks & Recreation \$60,000; and the School Reserve Fund \$3,160,500. The decrease of \$7,432,679, or 11.0%, from fiscal year 2010/11 is attributable to Sheriff federal grants and Community Development Block Grants.

Charges for Services revenues include fees collected by the Superior Court Local Court Automation Fund \$425,000, Child Support Visitation Program \$122,250, Conciliation Court \$545,000, Law Library \$240,000 and Probation Services \$1,717,000; 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 \$309,594; Justice Courts Time Pay Fees \$278,104, Automation Fund \$642,200, Photo Traffic Enforcement \$100,103, Probation Fees \$16,000 and FARE funding \$3,000; Parks Special Programs \$35,000; the Treasurer Taxpayer Information Fund \$50,000; Recorder Document Storage and Retrieval \$832,500; and Sheriff Commissary Operations \$1,160,000. The increase of \$168,468 or 2.3% is generally due to various Court Fees.

Fines and Forfeits revenues consist of forfeiture funds and fines received by the County Attorney Bad Check Program \$398,500, Victim Witness Compensation \$18,000; and Juvenile Court Victim Restitution fines \$10,000.

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, and Document Storage and Retrieval \$3,500; County Attorney Law Enforcement Antiracketeering Fund \$50,000, Bad Check Program \$300, Consumer Protection \$500, Employer Sanctions \$1,500, Fill The Gap \$5,200, Victim Restitution \$2,000, and County Attorney Grants \$10,000; Indigent Defense

Fiscal Year 2011/2012



Pima County FY 2011/2012 Adopted Budget

Fill the Gap \$600 and Indigent Defense Training Funds \$200; Superior Court Local Automation Fund \$4,000, Courts Fill The Gap \$4,500, Conciliation \$1,500, Child Support Visitation \$650, Law Library \$1,050, Probate \$100, and Probation Services \$12,000; Sheriff Criminal Justice Enhancement \$5,000, Commissary Operations \$2,000, and Inmate Welfare Fund \$10,000; Recorder Document Storage and Retrieval \$6,100; Juvenile Court Probation Services \$3,821, Title IV-E \$9,000, and Victim Restitution \$100; Justice Courts Time Pay Fees \$1,965; Facilities Renewal Fund \$150; Treasurer Taxpayer Information Fund \$2,500; and Neighborhood Conservation \$2,000. 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 decreased for fiscal year 2011/12 by \$208,156 due to lower interest rates and fund balances.

Miscellaneous revenues include funds paid to County Attorney Antiracketeering \$3,418,600, and Victim Witness Compensation \$45,000; Superior Court Conciliation \$1,800, Probation Services \$23,500, and the Superior Court Law Library \$30,000; Housing Trust Fund \$100,000; Juvenile Court Victim Restitution \$1,040, and Grants \$10,972; Facilities Renewal Fund \$2,244,885; Sheriff Commissary Operations \$630,000 and Inmate Welfare Fund \$12,000; Taxpayer Information Fund \$45,000; Community Services Grants \$59,100; Parks Special Programs \$587,000; Parks & Recreation Grants \$25,000; and School Reserve Fund \$482,500. The decrease of \$1,413,952, or 15.5% from fiscal year 2010/11 is primarily from a decrease in rents and Housing Trust Fund.

Note: The following table presents Other Special Revenue Funds, excluding Economic Development & Tourism in the amount of \$1,132,734. 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 2011/12 is \$76,841,508.

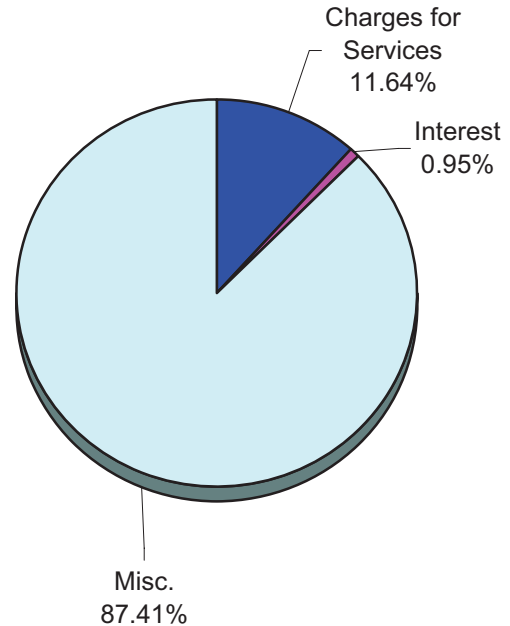
Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Intergovernmental	47,528,729	43,438,924	41,718,679	67,388,669	59,955,990
Charges for Services	7,310,487	7,736,773	8,516,640	7,176,283	7,344,751
Fines and Forfeits	502,154	587,972	512,931	559,801	426,500
Interest	2,560,696	687,707	532,287	473,292	265,136
Miscellaneous	8,827,622	8,355,825	11,203,608	9,130,349	7,716,397
Memo Revenue	313,065		90,131		
Total Revenue	67,042,753	60,807,201	62,574,276	84,728,394	75,708,774

PARKING GARAGES**Enterprise Fund**

Charges for Services revenues of \$244,380 are the result of charging County departments for parking fleet vehicles in County owned parking facilities. These charges were not assessed prior to fiscal year 2009/10.

Interest earnings of \$20,000 are from the Treasurer's commingled interest distribution. The decrease from fiscal year 2010/11 is due to lower interest rates.

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, Bank of America Building parking garage, Old Courts Building parking lot, and Sixth Avenue and Broadway parking lot. Miscellaneous revenues were reduced by \$88,940 based on historical collection experience.

Fiscal Year 2011/2012

Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Charges for Services			160,285	195,180	244,380
Interest	103,848	44,221	28,136	40,824	20,000
Miscellaneous	1,720,418	1,676,437	1,838,934	1,923,660	1,834,720
Total Revenue	1,824,266	1,720,658	2,027,355	2,159,664	2,099,100

PIMA HEALTH SYSTEM AND SERVICES

Enterprise Fund

Intergovernmental revenues for fiscal years prior to 2011/12 consist of federal and state grants.

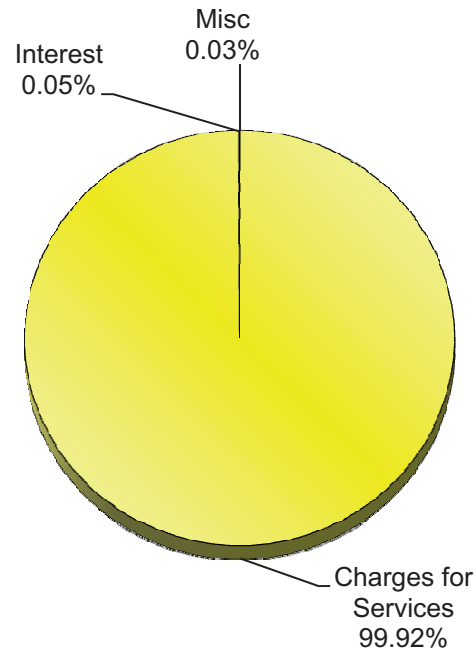
Charges for Services consist of \$59,198,127 in capitation fees from the Arizona Health Care Cost Containment System (AHCCCS) and \$1,815,000 in reinsurance claims. The decrease in revenue is primarily due to the loss of AHCCCS Acute Care and Arizona Long Term Care System (ALTCS) plan members effective September 30, 2011.

Interest is earned on Pima Health System & Services' cash balances. The decrease is based on fiscal year 2010/11 actual earnings and anticipated cash balances.

Miscellaneous revenues include cafeteria sales.

Note: As of January 1, 2011, AHCCCS Acute Care, ALTCS, and Community Services System functions were transferred to Bridgeway Health Solutions. Contracts with AHCCCS/ALTCS expire September 30, 2011, resulting in decreased fiscal year 2011/12 revenues. Posada del Sol skilled nursing facility may be sold during fiscal year 2011/12.

Fiscal Year 2011/2012



Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Intergovernmental	4,722,756	4,613,310	4,223,795	5,002,190	
Charges for Services	291,919,915	216,107,535	205,234,272	201,389,095	61,013,127
Interest	2,402,052	728,278	506,182	672,360	31,345
Miscellaneous	1,118,663	2,136,039	2,732,486	135,128	17,000
Total Revenue	300,163,386	223,585,162	212,696,735	207,198,773	61,061,472

REGIONAL FLOOD CONTROL DISTRICT

Special Revenue Fund

Tax revenues are derived from a secondary tax levy on real property and secured personal property. The fiscal year 2011/12 secondary net assessed value of real and secured personal property is \$7,634,237,253, which is a decrease of \$894,912,296 from the fiscal year 2010/11 final valuation. The tax rate for fiscal year 2011/12 is \$0.2635 per \$100 of net assessed value and is the same rate used in fiscal year 2010/11. Total secondary property tax collections are budgeted at \$20,178,268 with current year collections of \$19,188,525 and delinquent taxes of \$989,743. (The current year collections reflect expected collection rates.)

Intergovernmental revenue for fiscal year 2011/12 is budgeted at \$0. Revenue for fiscal years 2007/2008 through 2009/2010 are primarily federal and state reimbursements for flood repair work. Other revenue in fiscal years 2009/10 and 2010/11 resulted from a co-operative effort with the state for a US Fish and Wildlife grant to fund the County's ecological multi-species monitoring plan and program. The grant ended in August 2010.

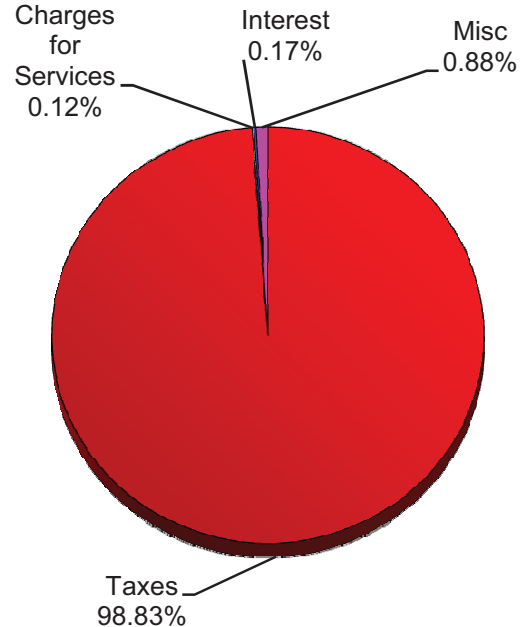
Charges for Services revenue are from the sales of various manuals and fees collected in-lieu of detention systems.

Interest earnings of \$35,000 are expected in fiscal year 2011/12 from the Local Government Investment Pool.

Miscellaneous revenues include \$30,000 from rentals of property, \$150,000 collected from property owners for disturbance of protected riparian habitats, and \$500 from reimbursements for long distance calls, cell phone use, and charges for making copies.

Memo Revenue in fiscal year 2008/09 is for the sale of land.

Fiscal Year 2011/2012



Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Taxes	25,331,448	25,144,631	23,458,293	22,220,943	20,178,268
Intergovernmental	923,657	762,004	257,494	10,000	
Charges for Services	165,126	77,309	40,521	25,000	25,000
Interest	144,984	101,280	134,722	35,000	35,000
Miscellaneous	79,082	371,527	149,105	180,500	180,500
Memo Revenue		97,000			
Total Revenue	26,644,297	26,553,751	24,040,135	22,471,443	20,418,768

REGIONAL WASTEWATER RECLAMATION

Enterprise Fund

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

Intergovernmental revenues in prior years were from federal funding for a new prison sewer system and federal grant funding which ended in fiscal year 2006/07.

Charges for Services consist of \$142,712,943 in sewer user fees, \$16,791,540 in sewer connection fees, \$350,000 in sanitation fees, and \$45,000 in small construction activity permits. In March of 2010, the Board of Supervisors approved rate increases for July 2011. The fixed monthly service fee increased \$0.68, the volume rate increased by 10%, and the connection fees increased 6.5%. While sewer user fee revenue increased \$10,199,450, connection fee revenue decreased \$354,960 due to the slow economy despite the approved rate increase.

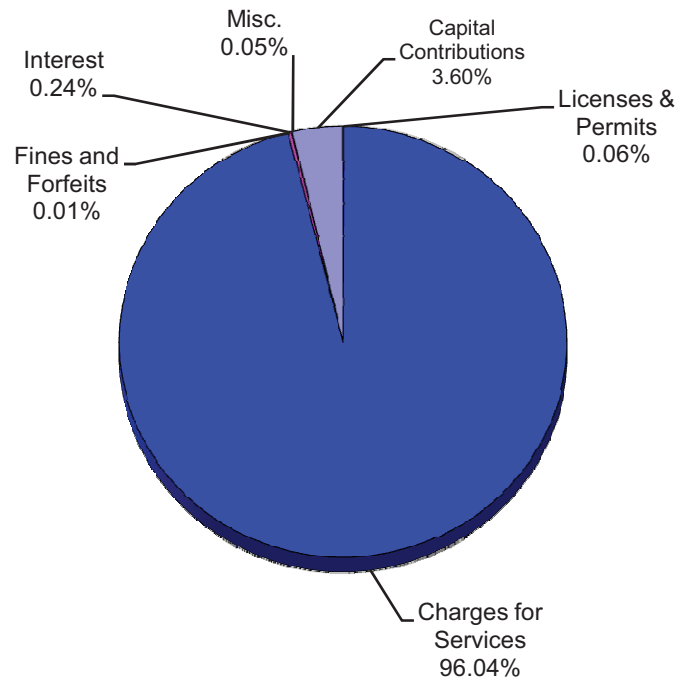
Fines and Forfeits consist of industrial pretreatment fines of \$24,262 assessed against various commercial customers of Wastewater Reclamation.

Interest earnings increased by \$25,837 due to expected higher cash balances.

Miscellaneous revenue is primarily from interest penalties on connection fees and rental property.

Capital Contributions are non-operating revenue. These non-cash capital contributions are physical assets and are not available to fund department operations.

Fiscal Year 2011/2012



Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Licenses and Permits	14,025	18,450	19,800	18,000	18,600
Intergovernmental	791,630	12,437	2,054,277		
Charges for Services	105,739,055	105,113,946	127,811,100	150,124,993	159,899,483
Fines and Forfeits	12,411	8,712	29,694	15,000	24,262
Interest	3,759,651	1,472,466	688,534	373,371	399,208
Miscellaneous	105,114	56,413	96,161		82,000
Capital Contributions	22,837,492	14,915,911	7,319,280	10,000,000	6,000,000
Total Revenue	133,259,378	121,598,335	138,018,846	160,531,364	166,423,553

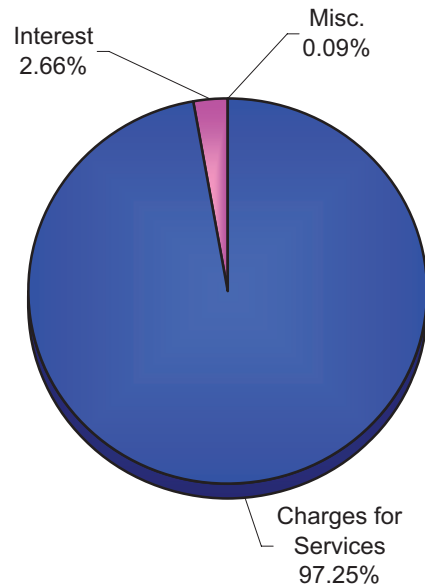
RISK MANAGEMENT**Internal Service Fund**

Intergovernmental revenues in fiscal year 2009/10 are federal and state reimbursements for costs associated with the Aspen Forest Fire.

Charges for Services revenues include Self Insurance Reserve premium payments from departments which cover occupational medical management \$5,522,604, liability \$8,764,868, unemployment insurance \$945,000, health benefit premiums \$2,189,159, environmental damage \$614,017, and property damage \$1,000,000. 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 \$521,602 are expected from the Local Government Investment Pool for the Trust Fund Reserve. Earnings are expected to decrease due to a decreased cash balance and continued historical low interest rates.

Miscellaneous revenues in fiscal years 2007/08, 2008/09, and 2009/10 include pooled investment fund loss recovery, stale dated warrants, settlements, various refunds, and property rent. Fiscal years 2010/11 and 2011/12 miscellaneous revenue is property rent.

Fiscal Year 2011/2012

Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Intergovernmental			35,017		
Charges for Services	19,363,303	17,718,383	19,343,442	21,272,325	19,035,648
Interest	1,751,712	451,079	550,356	700,000	521,602
Miscellaneous	327,188	298,853	56,266	17,400	17,400
Total Revenue	21,442,203	18,468,315	19,985,081	21,989,725	19,574,650

SOLID WASTE MANAGEMENT

Special Revenue Fund

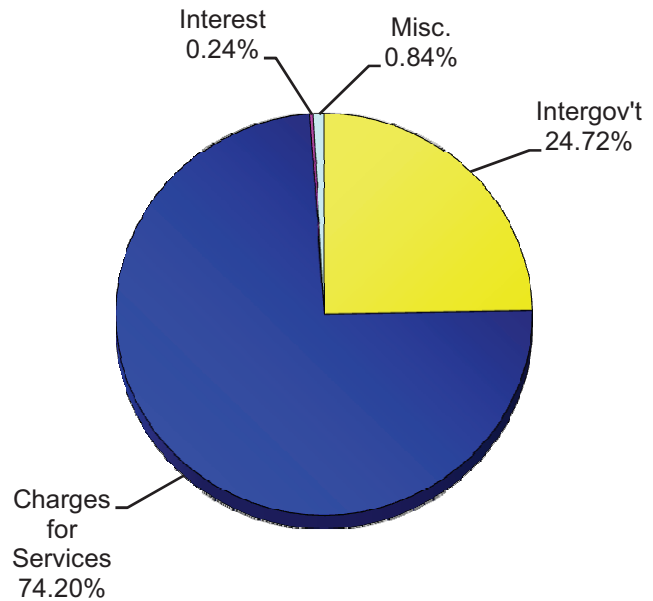
Intergovernmental revenue of \$1,050,000 is state tire recycling funding.

Charges for Services includes \$3,031,400 in landfill waste disposal fees and tire collection fees of \$120,000. The increase of \$78,900 over fiscal year 2010/11 is due primarily to a fee increase for non-registered haulers and an increase in usage for Tangerine and Sahuarita Landfills.

Interest earnings of \$10,000 from the Local Government Investment Pool decreased by \$20,000 primarily due to a lower fund balance.

Miscellaneous revenues of \$35,600 are from the sale of recyclable items from the landfills and collection stations.

Fiscal Year 2011/2012



Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Intergovernmental	1,152,277	1,047,700	1,042,719	1,050,000	1,050,000
Charges for Services	5,842,485	4,487,216	3,338,799	3,072,500	3,151,400
Interest	159,827	43,500	35,869	30,000	10,000
Miscellaneous	89,153	197,760	39,941	33,500	35,600
Total Revenue	7,243,742	5,776,176	4,457,328	4,186,000	4,247,000

STADIUM DISTRICT

Special Revenue Fund

Intergovernmental revenues consist of a car rental surcharge and a recreational vehicle space 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 \$1,306,400 for car rentals and at \$190,300 for recreational vehicle space surcharges. The increase of \$69,259 over fiscal year 2010/11 is due to an improving economy.

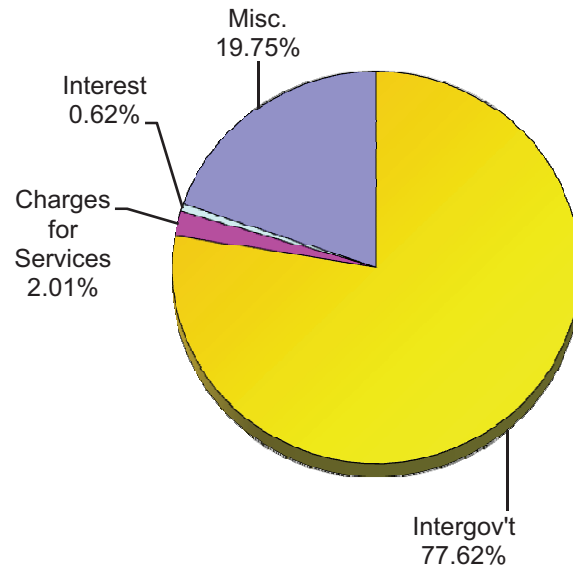
Charges for Services revenues represent fees received for the use of the Stadium's facilities for leagues, tournaments, meetings, parties, and fundraisers. This is a new revenue source due to the shift from spring training activities to youth and amateur sports as well as special events.

Interest earnings of \$12,000 are expected from the Treasurer's commingled interest distribution. The decrease from fiscal year 2010/11 is due to lower expected interest rates.

Miscellaneous revenues for fiscal years 2007/08 through 2009/10 include major league baseball spring training activities, parking and concessions, and other events held at the stadium complex. In fiscal year 2008/09 the Stadium District received unbudgeted revenue of \$5,000,000 from the Chicago White Sox as payment for the release from their spring training contract. In fiscal year 2010/11 the Arizona Diamondbacks spring training contract was terminated. Miscellaneous revenues include the Tucson Padres Triple A baseball team, special events, and utility cost reimbursements. Special events include concerts, car shows, and other similar activities. Miscellaneous revenue increased \$72,100 from fiscal year 2010/11 due to rents for the Tucson Padres and various special events.

Note: Other funding sources include operating transfers from the General Fund for the following: \$1,882,690 for transient lodging excise (hotel/motel) tax collected by Pima County and distributed to the Stadium District; \$1,058,002 for maintenance of the baseball practice fields; and \$189,602 for operation of the Kino Ecosystem Restoration Project.

Fiscal Year 2011/2012



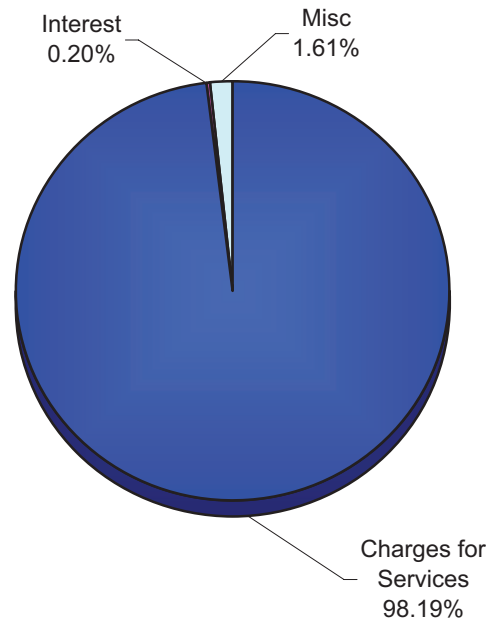
Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Intergovernmental	1,948,433	1,547,211	1,520,929	1,427,441	1,496,700
Charges for Services					38,700
Interest	15,694	62,993	59,758	60,000	12,000
Miscellaneous	1,512,254	5,947,625	718,739	308,700	380,800
Total Revenue	3,476,381	7,557,829	2,299,426	1,796,141	1,928,200

TELECOMMUNICATIONS FUND**Internal Service Fund**

Charges for Services include combined basic telephone and network infrastructure charges of \$3,323,784, long distance charges of \$58,530, network infrastructure only service charges of \$198,264, and radio access and repair charges of \$1,168,896. The increase of \$282,950 over fiscal year 2010/11 is due to an increase in the number of network infrastructure only billing units.

Interest earnings increased due to an expected increase in cash balance.

Miscellaneous revenues in fiscal year 2007/08 were fees from non-County radio users, weather radio transmitter maintenance, and local government investment pool loss recovery. Miscellaneous revenues in fiscal years 2008/09 and 2009/10 were weather radio transmitter maintenance, stale dated warrants, miscellaneous reimbursements, and fees from non-County users of telephones, networks, and radios. Miscellaneous revenues in fiscal years 2010/11 and 2011/12 are for weather radio transmitter maintenance and fees from non-County users of radios.

Fiscal Year 2011/2012

Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Charges for Services	4,747,419	4,745,403	4,495,247	4,466,524	4,749,474
Interest	80,199	51,979	51,859		9,602
Miscellaneous	58,657	78,771	93,620	62,005	77,740
Total Revenue	4,886,275	4,876,153	4,640,726	4,528,529	4,836,816

TRANSPORTATION

Special Revenue Fund

Licenses and Permits revenues include \$794,000 in permits and inspection fees and \$27,600 for the use of rights of way. The increase of \$621,522 is due primarily to an increase in permit fees charged.

Intergovernmental revenues consist primarily of \$34,978,997 in Highway User Revenue Funds (HURF) distributed by the state of Arizona for the development and maintenance of County roads. Another large component is \$11,759,200 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 \$1,396,549 from fiscal year 2010/11. Federal revenue includes \$505,697 for road maintenance and emergency repairs and an additional \$507,300 for bike, pedestrian, and other safety programs. Revenue from the State includes \$15,000 for the ADA Transition Plan Study and revenue from the city of Tucson

includes \$500 for a safety program. As the result of voter approval in an election on May 16, 2006 for the Regional Transportation Authority (RTA), a half cent sales tax will provide funding of \$45,000 for bike, pedestrian, and other safety programs. On January 1, 2011, the RTA took over the Special Needs transit routes previously operated by Pima County resulting in a revenue decrease of \$1,223,286 .

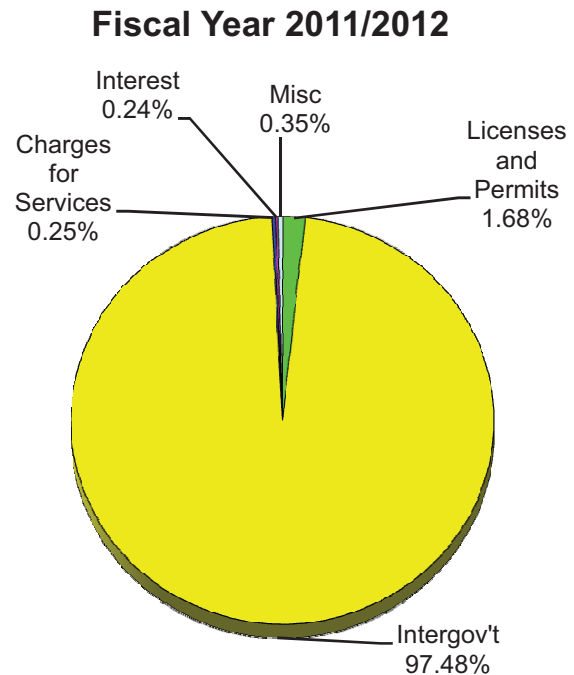
Charges for Services include \$109,806 in impact fees and highway and street fees charged to newly constructed subdivisions, \$9,000 from the abandonment of County property and rights of way, and \$1,255 from sale of electronic data. The decrease of \$5,284 is due primarily to the construction

Interest earnings decreased by \$100,816 and is due to a smaller fund balance.

Miscellaneous revenue includes \$107,000 in earnings from County rental properties, \$62,400 in reimbursements for damages to property, and \$1,500 in miscellaneous cost recovery reimbursements.

Memo revenue in prior fiscal years included the sale of land, cattle guards, and vehicles.

Note: Other funding sources include operating transfers of \$2,900,726 from the General Fund for public transit and graffiti abatement.



TRANSPORTATION

Special Revenue Fund

Revenue Object	FY 2007/2008	FY 2008/2009	FY 2009/2010	FY 2010/2011	FY 2011/2012
Licenses and Permits	199,700	185,969	395,648	200,078	821,600
Intergovernmental	63,761,396	57,986,562	53,809,573	50,391,019	47,811,694
Charges for Services	331,228	222,229	243,518	125,345	120,061
Interest	503,448	249,992	195,716	218,647	117,831
Miscellaneous	213,560	245,668	252,749	204,802	170,900
Memo	25,004	325,485			
Total Revenue	65,034,336	59,215,905	54,897,204	51,139,891	49,042,086

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2010/2011 vs Fiscal Year 2011/2012

SOURCE OF REVENUES	ADOPTED REVENUES FY 2010/2011	ADOPTED REVENUES FY 2011/2012	CHANGE	EXPLANATION
GENERAL FUND				
Assessor				
Other Miscellaneous Revenues	3,000	3,000	0	
Clerk of the Board				
Alcoholic Beverages	2,000	2,000	0	
General Government Fees	100	100	0	
Clerk of the Superior Court				
Federal Revenue	300,000	300,000	0	
General Government Fees	407,145	407,145	0	
Other Miscellaneous Revenues	28,000	28,000	0	
Court Fees	691,029	691,029	0	
Interest	5,600	5,600	0	
Other Fines & Forfeits	1,100,000	1,100,000	0	
Fines	222,000	222,000	0	
Communications Office				
Interdepartmental Charges	125,000	110,000	(15,000)	Decreased usage of graphic design services by County departments
Other Miscellaneous Revenues	700	500	(200)	Fewer miscellaneous charges due to decreased demand of department services
Community Development & Neighborhood Conservation				
Other Miscellaneous Revenues	104,840	104,840	0	
Constables				
Court Fees	323,490	323,490	0	
Miscellaneous	37,900	37,900	0	
Contingency				
State Revenue	0	4,625,000	4,625,000	Graduate Medical Education/Disproportionate Share Hospital moved from Institutional Health
Contract Attorney				
Court Fees	823,454	823,454	0	
County Attorney				
Other Miscellaneous Revenues	40,000	40,000	0	
City Participation	9,670	24,900	15,230	Increased contribution by the city of Tucson for victim services
Elections				
General Government Fees	5,000	5,000	0	
City Participation	900,000	0	(900,000)	No anticipated jurisdictional elections
State Revenue	330,000	300,000	(30,000)	Reverse primary and general elections sample ballots reimbursements, add Presidential Preference Election
Facilities Management				
Rents and Royalties	2,412,268	2,400,569	(11,699)	Decrease in various non-County tenant rent
Other Miscellaneous Revenues	13,887	13,887	0	
Finance				
Other Miscellaneous Revenues	21,600	31,000	9,400	Increase in garnishment and child support collection processing fees
Forensic Science Center				
General Government Fees	4,200	4,200	0	
Charges for Services	989,000	989,000	0	
Miscellaneous	4,300	1,700	(2,600)	Decrease in paper copy fees collected
General Fund Debt Service				
Interest	25,000	0	(25,000)	Department no longer exists-now part of Debt Service Fund

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2010/2011 vs Fiscal Year 2011/2012

SOURCE OF REVENUES	ADOPTED REVENUES FY 2010/2011	ADOPTED REVENUES FY 2011/2012	CHANGE	EXPLANATION
General Government Revenues				
Alcoholic Beverages	39,000	39,000	0	
Auto Lien Tax	24,700,000	23,255,000	(1,445,000)	New vehicle sales and population growth insufficient to offset 16.25 percent annual reduction in tax base
Business Licenses & Permits	2,446,532	2,587,500	140,968	Slow positive income growth, offset by Internet usage that reduces cable-TV connections in unincorporated area
City Participation	17,289	17,289	0	
Contributions/Pub Enterprise	15,635,804	16,488,439	852,635	Higher overall contributions due to increased County services
Federal Revenue	2,750,000	2,935,000	185,000	Continued full funding of Federal PILT program from 2008 federal economic stimulus
General Government Fees	804,186	757,764	(46,422)	Tax assessment and collection charges reflect reduction indicated in FY2011/12 Full Cost Plan
Interest	796,580	430,000	(366,580)	Reduced revenue from ongoing low interest rates
Other Miscellaneous Revenues	380,000	380,000	0	
Overhead - Grant Reimbursement	150,977	80,000	(70,977)	Fewer federal and state grants and reduced overhead allocation for reimbursement to general fund
Sales & Use Tax	83,000,000	86,228,700	3,228,700	
State Revenue	10,000	7,500	(2,500)	Anticipated reduction in Az. Dept. of Transportation in-lieu payments due to economic conditions
Taxes / Interest on Delq. Prop. Tax	6,865,349	6,292,827	(572,522)	Decrease caused by lower collection rate on delinquent taxes due
Taxes / Penalties on Delq. Prop. Tax	720,862	912,460	191,598	Increase caused by higher amount of delinquent taxes due when taxes actually paid
Taxes / Personal Property	11,234,636	10,703,865	(530,771)	Decrease in tax base and reduced current-year collection rate
Taxes / Real Property	282,551,788	269,223,726	(13,328,062)	Decrease in tax base and reduced current-year collection rate
Transient Lodging Tax	1,744,515	1,882,690	138,175	Limited increase caused by below-normal national and statewide economic growth
Human Resources				
General Government Fees	1,000	1,000	0	
Miscellaneous	500	500	0	
Indigent Defense				
Federal Revenue	14,400	14,976	576	Increased reimbursement for interns in work study program
Information Technology				
General Government Fees	0	22,525	22,525	GIS data sales
Miscellaneous	1,000	0	(1,000)	Decreased allowance for miscellaneous reimbursements
Rents and Royalties	416,812	479,641	62,829	Increased cell tower and building antenna site rent
Institutional Health				
State Revenue	4,625,000	0	(4,625,000)	Graduate Medical Education/Disproportionate Share Hospital moved to Contingency
Interest	44,156	33,911	(10,245)	UPI/LUPH note receivable interest revenue
Other Miscellaneous Revenues	69,765	69,765	0	
Justice Court Ajo				
General Government Fees	1,355	3,500	2,145	Increase based on current level of fees collected
Justice Courts - Fines	203,140	195,839	(7,301)	Reduction is based on reduced case filings
Other Miscellaneous Revenues	350	350	0	
Court Fees	18,258	23,414	5,156	Increased attorney fees, court fees, probation fees, and staff fees
State Revenue	18,119	15,352	(2,767)	Decreased percentage of Justice of the Peace salary reimbursed
Justice Court Green Valley				
State Revenue	18,166	18,166	0	
Court Fees	22,940	49,392	26,452	Increase in court fees due to higher than historical filings
Justice Courts - Fines	250,000	250,000	0	
Justice Courts Tucson				
State Revenue	188,548	168,000	(20,548)	Decreased percentage of Justice of the Peace salary reimbursed
General Government Fees	815,000	950,000	135,000	Increased use of defensive driving program in lieu of paying citations
Court Fees	1,970,300	2,050,500	80,200	Increase in civil filings and increase in fees associated with Photo Traffic Enforcement
Justice Courts - Fines	2,718,844	2,642,192	(76,652)	Decreased filings of traffic citations
Other Fines & Forfeits	109,000	50,000	(59,000)	Decrease in the number of forfeited bonds
Rents and Royalties	6,000	6,000	0	
Other Miscellaneous Revenues	59,000	0	(59,000)	Reduced number of unclaimed bonds, restitutions and overpayments

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2010/2011 vs Fiscal Year 2011/2012

SOURCE OF REVENUES	ADOPTED REVENUES FY 2010/2011	ADOPTED REVENUES FY 2011/2012	CHANGE	EXPLANATION
Juvenile Court				
Federal Revenue	133,000	119,000	(14,000)	Decrease in National School Lunch Program revenue due to decline in number of meals served
Court Fees	30,000	30,000	0	
Interest	0	100	100	Local Government Investment Pool
Other Miscellaneous Revenues	1,000	1,000	0	
Kino Sports Complex				
Culture & Recreation Fees	121,750	69,750	(53,000)	Decrease in sports leagues, classes, and summer camp fees
Facility Fees	0	29,500	29,500	Reservations of classrooms and meeting rooms
Other Miscellaneous Revenues	1,500	21,500	20,000	Reimbursement for landscaping services to other County departments
Rents and Royalties	42,320	12,500	(29,820)	Relocation of Pima Vocational High School
Natural Resources, Parks, & Recreation				
Culture & Recreation Fees	733,800	402,100	(331,700)	Cultural and recreation fees and facility fees were separated to better differentiate NRPR revenue collection
Facility Fees	0	345,500	345,500	Cultural and recreation fees and facility fees were separated to better differentiate NRPR revenue collection
Other Miscellaneous Revenues	207,700	58,700	(149,000)	Decrease due to less public participation in events at SportsPark
Rents and Royalties	6,400	18,500	12,100	Increase due to increases in rent from Rillito Park and Continental Green Valley
Non Departmental				
Transient Lodging Tax	2,565,463	2,768,662	203,199	Limited increase caused by below-normal national and statewide economic growth
Photo Traffic Enforcement				
Court Fees	1,036,188	558,648	(477,540)	Decrease in volume of citations issued
Justice Court - Fines	3,063,848	1,313,162	(1,750,686)	Decrease in volume of citations issued
Procurement				
Other Miscellaneous Revenues	3,000	3,000	0	
Public Fiduciary				
Court Fees	693,731	693,731	0	
General Government Fees	15,000	15,000	0	
Other Miscellaneous Revenues	2,400	2,400	0	
Recorder				
General Government Fees	1,874,040	2,130,400	256,360	Increased special elections activity and volume of document recording activity
Other Miscellaneous Revenues	182,325	175,600	(6,725)	Decreased postage fees collected for returning recorded documents by mail
School Superintendent				
Federal Revenue	73,213	73,213	0	
Other Miscellaneous Revenues	300,365	227,036	(73,329)	Decreased reimbursements for school district election and miscellaneous other services
Sheriff				
Federal Revenue	300,000	300,000	0	
Penalties/Delinquent Taxes	25,000	0	(25,000)	No longer performing this activity
Business Licenses & Permits	16,500	25,000	8,500	Increase in pawnbroker business licenses
Jury Fees	500	500	0	
Sheriff Dept Fees	1,178,000	1,228,000	50,000	Increase in fees from state mandated tow program
Correctional Housing	7,994,350	7,147,000	(847,350)	Decrease in reimbursements from the city of Tucson due to change in booking procedures
Justice Courts - Traffic Fines	15,000	20,000	5,000	Increase in volume of traffic fines
Other Miscellaneous Revenues	40,000	55,000	15,000	Increase in restitution from arrestees
Superior Court				
Federal Revenue	278,027	318,027	40,000	Increase in federal child support reimbursement
Other Miscellaneous Revenues	40,000	0	(40,000)	No longer performing pretrial services for city of South Tucson
Superior Court Mandated Services				
Court Fees	125,023	125,023	0	
Other Miscellaneous Revenues	100,000	100,000	0	
Treasurer				
General Government Fees	150	150	0	
TOTAL GENERAL FUND REVENUE	475,547,947	460,247,799	(15,300,148)	

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2010/2011 vs Fiscal Year 2011/2012

SOURCE OF REVENUES	ADOPTED REVENUES FY 2010/2011	ADOPTED REVENUES FY 2011/2012	CHANGE	EXPLANATION
SPECIAL REVENUE FUNDS				
County Free Library Taxes	28,424,891	29,044,489	619,598	Decrease in assessed valuations (2.53m); tax rate increase of \$0.036, 3.01m; increased delinquent tax collections 139k
Intergovernmental	407,780	435,000	27,220	Increase in cost reimbursement from the city of Tucson
Interest	271,000	51,000	(220,000)	Declining fund balance offset by higher expected interest rates
Fines and Forfeits	600,000	600,000	0	
Miscellaneous	320,000	320,000	0	
Employment and Training				
Intergovernmental	21,471,134	18,712,423	(2,758,711)	Decrease in American Recovery and Reinvestment Act (ARRA) grants (4.1m) and increase in federal grants 1.4m
Miscellaneous	193,492	193,625	133	Increase in private grants
Environmental Quality				
Interest	17,500	15,000	(2,500)	Decrease due to a lower fund balance
Intergovernmental	760,898	758,111	(2,787)	Decrease due primarily to a decrease in city participation programs
Licenses and Permits	1,921,425	1,896,200	(25,225)	Decrease due primarily to a projected decrease in inspections
Miscellaneous	17,850	17,850	0	
Health				
Charges for Services	3,476,154	3,191,660	(284,494)	Primarily due to lower clinical service utilization
Fines and Forfeits	200,557	158,260	(42,297)	Primarily due to less revenue generated for Pima Animal Care Center by COT court fines
Intergovernmental	23,064,123	17,814,381	(5,249,742)	Primarily due to the reduction of ARRA funding and Emergency Mgmt/Homeland Security Grants moved to Other Special Revenue Funds Grants
Licenses and Permits	2,729,169	2,829,169	100,000	Increased revenue generated by Consumer Health & Food Service
Miscellaneous	111,319	89,475	(21,844)	Primarily due to reclassified miscellaneous PACC revenue
Improvement Districts				
Special Assessment	303,619	264,884	(38,735)	Decrease in collections for improvement districts: Hayhook Ranch (12.8k); La Cholla (8.5k); Camino Ojo de Agua (17.4k)
Other Special Revenue Funds				
Intergovernmental	4,888,008	5,068,754	180,746	Juvenile Title IV-E 110k; Co Atty Law Enforcement Antiracketeering 85.3k; Economic Development & Tourism 65k; Indigent Defense Fill the Gap 20k; Public Defender Training 15k; ID Legal Defender Training 3.8k; JC Tucson FARE 1k; County Attorney Fill the Gap (78.1k); ID Co Atty Victim Witness Comp (41.3k)
Charges for Services	7,176,283	7,344,751	168,468	SC Probation 173.3k; Court Automation Fund 80k; JC Tucson Time Pay Fees 60k; Parks Special Programs 35k; SC Conciliation 17k; JC GV Photo Traffic Enforcement 8.6k; JC Ajo Court Automation Fund 7k; SC Child Support 2.3k; JC GV Time Pay Fees 1.4k; JC Ajo FARE 1k; Sheriff Commissary Operations (94.5k); Juvenile Probation Services (48.1k); Photo Traffic Enforcement (40k); Recorder Document Storage & Retrieval (22.8k); JC Tucson Probation Fee (11k); JC Ajo Time Pay Fees (.8k)
Fines and Forfeits	559,801	426,500	(133,301)	Co Atty Bad Check Program (124.9k); Co Atty Victim Witness Comp (7k); Juvenile Victim Restitution (1.4k)
Interest	459,192	255,636	(203,556)	Co Atty Law Enforcement Antiracketeering (73k); Recorder Document Storage & Retrieval (38.3k); SC Probation (16k); Sheriff Inmate Welfare (15k); SC Conciliation (8.5k); Neighborhood Conservation (8k); SC Local Court Automation (6.5k); Taxpayer Information Fund (5k); Sheriff Criminal Justice Enhancement (5k); Courts Fill the Gap (4.5k); Co Atty Victim Restitution (4.2k); Economic Development and Tourism (3.5k); Co Atty Employer Sanctions (3.5k); Indigent Defense Fill the Gap (3.4k); Juvenile Probation Services (3k); SC Child Support (1.9k); SC County Law Library (1.1k); ID Legal Defender Training (1.1k); Sheriff Commissary (1k); Juvenile Title IV E (1k); Co Atty Bad Check Program (.7k); Co Atty Fill the Gap (.6k); ID Public Defender Training (.3k); Juvenile Victim Restitution (.3k); SC Probate (.3k); Housing Trust (.2k); JC GV Time Pay Fees 1.9k; Facilities Renewal .2k; JC Ajo Time Pay Fees .1k
Miscellaneous	8,787,878	7,385,087	(1,402,791)	Housing Trust (.900k); Facilities Renewal Fund (775.4k); Sheriff Commissary Operations (5k); Taxpayer Information Fund (5k); SC Probation (.8k); Co Atty Victim Witness Comp (.5k); Juvenile Victim Restitution (.2k); Parks Special Programs 252k; Economic Development and Tourism 31.8k; SC Conciliation .3k

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2010/2011 vs Fiscal Year 2011/2012

SOURCE OF REVENUES	ADOPTED REVENUES FY 2010/2011	ADOPTED REVENUES FY 2011/2012	CHANGE	EXPLANATION
Other Special Revenue Funds Grants				
Intergovernmental	63,321,609	55,773,208	(7,548,401)	Sheriff Grants (4,180m); Community Development Grants (3,738m); Facilities Management Grants (1,527m); School Reserve Fund (620.5k); Superior Court Grants (99.7k); Emergency Mgmt/Homeland Security Grants 1,099m; County Attorney Grants 944,1k; Forensic Science Center Grants 361k; Juvenile Court Grants 173.7k; Parks & Recreation Grants 24.5k; Justice Courts Tucson Grants 14.5k
Interest	18,100	10,000	(8,100)	County Attorney Grants (7k); COC Judicial Collection Enhancement (1k); Forensic Science Center Grants (1k)
Miscellaneous	556,961	577,572	20,611	School Reserve Fund 36.8k; Parks & Recreation Grants 25k; Community Development Grants (40.8k); Juvenile Court Grants (.4k);
Regional Flood Control District				
Interest	35,000	35,000	0	
Miscellaneous	180,500	180,500	0	
Taxes	22,220,943	20,178,268	(2,042,675)	Decrease due to reduction in secondary net assessed value of real and secured personal property
Intergovernmental	10,000	0	(10,000)	Decrease in Multi-Species Grant from US Fish and Wildlife; grant ended in August 2010
Charges for Services	25,000	25,000	0	
Solid Waste				
Intergovernmental	1,050,000	1,050,000	0	
Charges for Services	3,072,500	3,151,400	78,900	Increase due primarily to a fee increase for non-registered haulers and an increase in usage of landfills
Interest	30,000	10,000	(20,000)	Decrease due to lower fund balance
Miscellaneous	33,500	35,600	2,100	Increase due primarily to the sale of recyclable items
Stadium District				
Charges for Services	0	38,700	38,700	Reclassification of revenue from miscellaneous for facility usage for shows, fundraising events
Intergovernmental	1,427,441	1,496,700	69,259	Car rental surcharge increase 54k; RV space surcharge increase 15k
Interest	60,000	12,000	(48,000)	Declining fund balance and lower expected interest rates
Miscellaneous	308,700	380,800	72,100	Increase in events revenue for AAA baseball 153k; partially offset by reductions in special events (42k) and reclassification of revenue to charges for services (39k)
Transportation				
Charges for Services	125,345	120,061	(5,284)	Decrease in impact fees due to construction slowdown
Interest	218,647	117,831	(100,816)	Decrease due to a lower fund balance
Intergovernmental	50,391,019	47,811,694	(2,579,325)	Decrease is primarily due to a decrease in highway funds (1.4m) and state revenue (1.2m)
Licenses and Permits	200,078	821,600	621,522	Increase due primarily to an increase in permit fees charged
Miscellaneous	204,802	170,900	(33,902)	Decrease due primarily to revenue for Transit Plan Study originally budgeted in Miscellaneous Revenue for FY 2010/11 is now accounted for in State Revenue
TOTAL SPECIAL REVENUE FUNDS	249,652,218	228,869,089	(20,783,129)	
DEBT SERVICE				
Taxes	68,771,301	65,603,403	(3,167,898)	Decrease primarily due to decline in secondary property values
Intergovernmental	7,500	0	(7,500)	Decreased in lieu of taxes payments
Interest	1,000,000	0	(1,000,000)	No significant interest anticipated
TOTAL DEBT SERVICE	69,778,801	65,603,403	(4,175,398)	
CAPITAL PROJECTS				
Intergovernmental	67,260,836	49,384,375	(17,876,461)	Decrease primarily due to reduced funding from Regional Transportation Authority (RTA) sales tax (9.1m), federal (4.3m), and state (4.3m)
Charges for Services	6,665,200	3,655,905	(3,009,295)	Decreases primarily due to decreased contributions from developers and other outside sources
Miscellaneous	404,342	937,000	532,658	Increase in private contributions
TOTAL CAPITAL PROJECTS	74,330,378	53,977,280	(20,353,098)	

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2010/2011 vs Fiscal Year 2011/2012

SOURCE OF REVENUES	ADOPTED REVENUES FY 2010/2011	ADOPTED REVENUES FY 2011/2012	CHANGE	EXPLANATION
ENTERPRISE FUNDS				
Development Services				
Licenses and Permits	5,148,436	4,776,070	(372,366)	Decrease is due primarily to a slowdown in construction
Intergovernmental	120,368	76,782	(43,586)	Decrease is due to the phasing out of federal grant as part of the American Recovery and Reinvestment Act
Charges for Services	905,771	876,046	(29,725)	Decrease is due primarily to a slowdown in construction
Interest	30,000	10,009	(19,991)	Decrease is due to a lower fund balance
Miscellaneous	286,668	209,321	(77,347)	Decrease is due primarily to an end in fees for addressing services
Parking Garages				
Charges for Services	195,180	244,380	49,200	Increased charges to other County departments for El Presidio garage
Interest	40,824	20,000	(20,824)	Lower expected interest rates
Miscellaneous	1,923,660	1,834,720	(88,940)	Decreased parking revenues based on prior years' actuals
Pima Health System and Services				
Intergovernmental	5,002,190	0	(5,002,190)	No budgeted grant activity
Charges for Services	201,389,095	61,013,127	(140,375,968)	Budget reflects AHCCCS/ALTCS plan activity through September 30, 2011; Posada del Sol skilled nursing facility may be sold during fiscal year 2011/12
Interest	672,360	31,345	(641,015)	Based on fiscal year 2010/11 actual earnings
Miscellaneous	135,128	17,000	(118,128)	Fewer recoupments of prior year overpayments
Regional Wastewater Reclamation				
Licenses and Permits	18,000	18,600	600	Increase due to application fees for industrial users of the wastewater treatment systems
Charges for Services	150,124,993	159,899,483	9,774,490	Increase due primarily to approved phased rate increase from January 2011, FY 2010/11 and January 2012
Fines and Forfeits	15,000	24,262	9,262	Increase due to industrial pretreatment fines
Interest	373,371	399,208	25,837	Increase due to expected interest collected from bonds sold and invested in LGIP
Memo Revenue	10,000,000	6,000,000	(4,000,000)	Decrease in developer contributions due to the downturn in the economy
Miscellaneous	0	82,000	82,000	Increase due to interest penalties for uncollected connection fees and recovery on stale dated warrants
TOTAL ENTERPRISE FUNDS	376,381,044	235,532,353	(140,848,691)	
GRAND TOTAL ALL FUNDS	1,245,690,388	1,044,229,924	(201,460,464)	
THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY				
INTERNAL SERVICE FUNDS				
Fleet Services				
Charges for Services	12,304,462	14,724,462	2,420,000	Increase in the FY 2011/12 mileage rate increase
Interest	250,000	100,000	(150,000)	Decrease due to lower yield rate and an adjustment based on FY 2010/11 actual data
Intergovernmental	975,000	975,000	0	
Memo Revenue	50,000	50,000	0	
Miscellaneous	188,000	355,000	167,000	Increase due to sale of recycled oil and scrap metal and accident repairs based on FY 2010/12 actual data
Graphic Services Production				
Charges for Services	970,000	988,000	18,000	Increase in demand for printing services provided to County departments
Interest	2,000	2,000	0	
Miscellaneous	5,000	0	(5,000)	Sales of items now budgeted as charges for services
Risk Management				
Charges for Services	21,272,325	19,035,648	(2,236,677)	Decreased liability and health premiums
Interest	700,000	521,602	(178,398)	Decreased cash balance
Miscellaneous	17,400	17,400	0	
Telecommunications				
Charges for Services	4,466,524	4,749,474	282,950	Increase in number of network only users
Interest	0	9,602	9,602	Increasing cash balance
Miscellaneous	62,005	77,740	15,735	Increased reimbursements from non-County agencies using services
TOTAL INTERNAL SERVICE FUNDS	41,262,716	41,605,928	308,287	
TOTAL REVENUES	1,286,953,104	1,085,835,852	(201,117,252)	

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Debt Service Fund	Total Expenditures
<u>COUNTY ADMINISTRATION</u>				
<u>ASSESSOR</u>				
ADMINISTRATION	1,452,651			1,452,651
ASSESSOR STATUTORY MANDATES	7,002,055			7,002,055
TOTAL ASSESSOR	8,454,706			8,454,706
<u>BOARD OF SUPERVISORS</u>				
BOARD OF SUPERVISORS	1,922,807			1,922,807
TOTAL BOARD OF SUPERVISORS	1,922,807			1,922,807
<u>CLERK OF THE BOARD</u>				
ADMINISTRATION/MANAGEMENT	700,775			700,775
DOCUMENT & MICROGRAPHIC MGMT	546,734			546,734
TOTAL CLERK OF THE BOARD	1,247,509			1,247,509
<u>COMMUNICATIONS OFFICE</u>				
COMMUNICATIONS OFFICE	502,754			502,754
GRAPHIC SERVICES DESIGN	358,153			358,153
TOTAL COMMUNICATIONS OFFICE	860,907			860,907
<u>COUNTY ADMINISTRATOR</u>				
COUNTY ADMINISTRATOR	1,496,062			1,496,062
TOTAL COUNTY ADMINISTRATOR	1,496,062			1,496,062
<u>ELECTIONS</u>				
ELECTIONS	2,819,231	1,166,200		3,985,431
TOTAL ELECTIONS	2,819,231	1,166,200		3,985,431
<u>FINANCE & RISK MANAGEMENT</u>				
ADMINISTRATION	485,336			485,336
BUDGET	1,334,142			1,334,142
DEPARTMENTAL ANALYSIS	192,796			192,796
FINANCIAL CONTROL & REPORTING	1,116,722			1,116,722
FINANCIAL MANAGEMENT & AUDIT	402,745			402,745
FINANCIAL OPERATIONS	1,984,824			1,984,824
GRANTS MANAGEMENT	535,675			535,675
REVENUE MANAGEMENT	550,461	45,829		596,290
TOTAL FINANCE & RISK MANAGEMENT	6,602,701	45,829		6,648,530
<u>FORENSIC SCIENCE CENTER</u>				
FORENSIC SCIENCE CENTER	2,755,900	360,958		3,116,858
TOTAL FORENSIC SCIENCE CENTER	2,755,900	360,958		3,116,858
<u>HUMAN RESOURCES</u>				
BENEFITS/PERSONNEL/RECORDS/REPORTS	865,060			865,060
EXECUTIVE SERVICES/EMPLOYMENT RIGHTS	575,359			575,359
HR SPECIALIZED PROGRAMS	361,486			361,486
HR SUPPORT AND ANALYSIS	875,104			875,104
TOTAL HUMAN RESOURCES	2,677,009			2,677,009
<u>INFORMATION TECHNOLOGY</u>				
INFORMATION TECHNOLOGY	8,333,441			8,333,441
TOTAL INFORMATION TECHNOLOGY	8,333,441			8,333,441

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Debt Service Fund	Total Expenditures
<u>NON DEPARTMENTAL</u>				
CONTINGENCY	44,288,540	22,376,589		66,665,129
DEBT SERVICE			100,824,209	100,824,209
EMPLOYEE BENEFIT LIABILITY FUND		1,000,000		1,000,000
GENERAL GOVERNMENT REVENUES	705,000			705,000
IMPROVEMENT DISTRICTS		9,243		9,243
NON DEPARTMENTAL	12,699,993	2,596,685		15,296,678
TOTAL NON DEPARTMENTAL	57,693,533	25,982,517	100,824,209	184,500,259
<u>OFC OF EMERG MGMT & HOMELAND SECURITY</u>				
OFC OF EMERG MGMT & HOMELAND SECURITY	513,074	1,098,818		1,611,892
TOTAL OFC OF EMERG MGMT & HOMELAND SECURITY	513,074	1,098,818		1,611,892
<u>PROCUREMENT</u>				
ADMINISTRATION	534,052			534,052
DESIGN & CONSTRUCTION	553,391			553,391
MATERIALS & SERVICES	848,564			848,564
VENDOR RELATIONS & SBE PROGRAM	245,000			245,000
TOTAL PROCUREMENT	2,181,007			2,181,007
<u>RECORDER</u>				
ADMINISTRATION	404,459			404,459
INFORMATION SERVICES		1,483,601		1,483,601
RECORDER DIVISION	732,153			732,153
VOTER REGISTRATION	1,411,098	192,000		1,603,098
TOTAL RECORDER	2,547,710	1,675,601		4,223,311
<u>TREASURER</u>				
TREASURER OPERATIONS	2,455,542	505,816		2,961,358
TOTAL TREASURER	2,455,542	505,816		2,961,358
TOTAL COUNTY ADMINISTRATION	102,561,139	30,835,739	100,824,209	234,221,087
INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY				
<u>FINANCE & RISK MANAGEMENT</u>				
GRAPHIC SERVICES PRODUCTION				933,485
RISK MANAGEMENT				19,057,356
TOTAL FINANCE & RISK MANAGEMENT				19,990,841
<u>INFORMATION TECHNOLOGY</u>				
TELECOMMUNICATIONS				4,799,147
TOTAL INTERNAL SERVICE - COUNTY ADMINISTRATION				24,789,988

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Debt Service Fund	Total Revenues
<u>COUNTY ADMINISTRATION</u>				
<u>ASSESSOR</u>				
ADMINISTRATION	3,000			3,000
TOTAL ASSESSOR	3,000			3,000
<u>CLERK OF THE BOARD</u>				
ADMINISTRATION/MANAGEMENT	2,100			2,100
TOTAL CLERK OF THE BOARD	2,100			2,100
<u>COMMUNICATIONS OFFICE</u>				
GRAPHIC SERVICES DESIGN	110,500			110,500
TOTAL COMMUNICATIONS OFFICE	110,500			110,500
<u>ELECTIONS</u>				
ELECTIONS	305,000	1,154,291		1,459,291
TOTAL ELECTIONS	305,000	1,154,291		1,459,291
<u>FINANCE & RISK MANAGEMENT</u>				
FINANCIAL OPERATIONS	31,000			31,000
TOTAL FINANCE & RISK MANAGEMENT	31,000			31,000
<u>FORENSIC SCIENCE CENTER</u>				
FORENSIC SCIENCE CENTER	994,900	360,958		1,355,858
TOTAL FORENSIC SCIENCE CENTER	994,900	360,958		1,355,858
<u>HUMAN RESOURCES</u>				
BENEFITS/PERSONNEL/RECORDS/REPORTS	1,500			1,500
TOTAL HUMAN RESOURCES	1,500			1,500
<u>INFORMATION TECHNOLOGY</u>				
INFORMATION TECHNOLOGY	502,166			502,166
TOTAL INFORMATION TECHNOLOGY	502,166			502,166
<u>NON DEPARTMENTAL</u>				
CONTINGENCY	4,625,000			4,625,000
DEBT SERVICE			65,603,403	65,603,403
GENERAL GOVERNMENT REVENUES	422,221,760			422,221,760
IMPROVEMENT DISTRICTS		264,884		264,884
NON DEPARTMENTAL	2,768,662			2,768,662
TOTAL NON DEPARTMENTAL	429,615,422	264,884	65,603,403	495,483,709
<u>OFC OF EMERG MGMT & HOMELAND SECURITY</u>				
OFC OF EMERG MGMT & HOMELAND SECURITY		1,098,818		1,098,818
TOTAL OFC OF EMERG MGMT & HOMELAND SECURITY		1,098,818		1,098,818
<u>PROCUREMENT</u>				
VENDOR RELATIONS & SBE PROGRAM	3,000			3,000
TOTAL PROCUREMENT	3,000			3,000

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Debt Service Fund	Total Revenues
<u>RECORDER</u>				
INFORMATION SERVICES		838,000		838,000
RECORDER DIVISION	1,986,100			1,986,100
VOTER REGISTRATION	319,900	184,960		504,860
TOTAL RECORDER	2,306,000	1,022,960		3,328,960
<u>TREASURER</u>				
TREASURER OPERATIONS	150	97,500		97,650
TOTAL TREASURER	150	97,500		97,650
TOTAL COUNTY ADMINISTRATION	433,874,738	3,999,411	65,603,403	503,477,552
INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY				
<u>FINANCE & RISK MANAGEMENT</u>				
GRAPHIC SERVICES PRODUCTION				990,000
RISK MANAGEMENT				19,574,650
TOTAL FINANCE & RISK MANAGEMENT				20,564,650
<u>INFORMATION TECHNOLOGY</u>				
TELECOMMUNICATIONS				4,836,816
TOTAL INTERNAL SERVICE - COUNTY ADMINISTRATION				25,401,466

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
<u>COUNTY ADMINISTRATION</u>	
<u>ASSESSOR</u>	
ADMINISTRATION	25.0
ASSESSOR STATUTORY MANDATES	130.0
TOTAL ASSESSOR	<u>155.0</u>
<u>BOARD OF SUPERVISORS</u>	
BOARD OF SUPERVISORS	23.4
TOTAL BOARD OF SUPERVISORS	<u>23.4</u>
<u>CLERK OF THE BOARD</u>	
ADMINISTRATION/MANAGEMENT	7.0
DOCUMENT & MICROGRAPHIC MGMT	9.0
TOTAL CLERK OF THE BOARD	<u>16.0</u>
<u>COMMUNICATIONS OFFICE</u>	
COMMUNICATIONS OFFICE	6.0
GRAPHIC SERVICES DESIGN	4.4
TOTAL COMMUNICATIONS OFFICE	<u>10.4</u>
<u>COUNTY ADMINISTRATOR</u>	
COUNTY ADMINISTRATOR	11.8
TOTAL COUNTY ADMINISTRATOR	<u>11.8</u>
<u>ELECTIONS</u>	
ELECTIONS	16.0
TOTAL ELECTIONS	<u>16.0</u>
<u>FINANCE & RISK MANAGEMENT</u>	
ADMINISTRATION	14.0
BUDGET	13.5
DEPARTMENTAL ANALYSIS	24.0
FINANCIAL CONTROL & REPORTING	19.9
FINANCIAL MANAGEMENT & AUDIT	15.0
FINANCIAL OPERATIONS	33.0
FINANCIAL SERVICES - PHS	32.0
GRANTS MANAGEMENT	23.6
GRAPHIC SERVICES PRODUCTION	10.6
REVENUE MANAGEMENT	23.9
RISK MANAGEMENT	24.5
TOTAL FINANCE & RISK MANAGEMENT	<u>234.0</u>
<u>FORENSIC SCIENCE CENTER</u>	
FORENSIC SCIENCE CENTER	27.5
TOTAL FORENSIC SCIENCE CENTER	<u>27.5</u>

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
<u>HUMAN RESOURCES</u>	
BENEFITS/PERSONNEL/RECORDS/REPORTS	13.4
EXECUTIVE SERVICES/EMPLOYMENT RIGHTS	8.2
HR SPECIALIZED PROGRAMS	5.2
HR SUPPORT AND ANALYSIS	22.3
TOTAL HUMAN RESOURCES	49.1
<u>INFORMATION TECHNOLOGY</u>	
INFORMATION TECHNOLOGY	150.0
TELECOMMUNICATIONS	22.0
TOTAL INFORMATION TECHNOLOGY	172.0
<u>OFC OF EMERG MGMT & HOMELAND SECURITY</u>	
OFC OF EMERG MGMT & HOMELAND SECURITY	11.4
TOTAL OFC OF EMERG MGMT & HOMELAND SECURITY	11.4
<u>PROCUREMENT</u>	
ADMINISTRATION	8.0
DESIGN & CONSTRUCTION	7.0
MATERIALS & SERVICES	11.6
VENDOR RELATIONS & SBE PROGRAM	4.0
TOTAL PROCUREMENT	30.6
<u>RECORDER</u>	
ADMINISTRATION	4.0
INFORMATION SERVICES	10.0
RECORDER DIVISION	17.0
VOTER REGISTRATION	14.0
TOTAL RECORDER	45.0
<u>TREASURER</u>	
TREASURER OPERATIONS	38.5
TOTAL TREASURER	38.5
TOTAL COUNTY ADMINISTRATION	840.7

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

Assessor

Expenditures: 8,454,706

FTEs 155.0

Revenues: 3,000

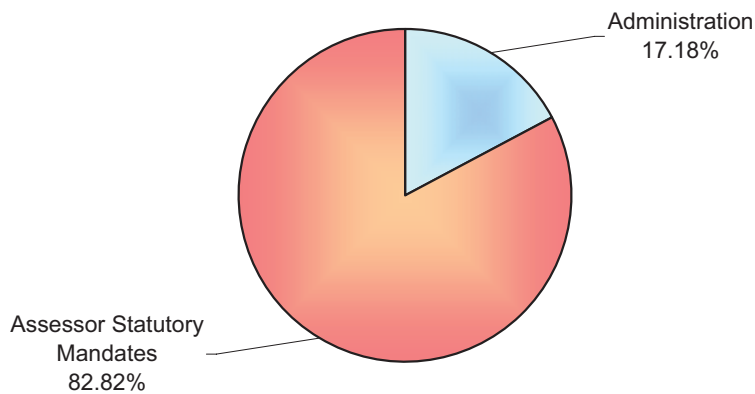
Function Statement:

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.

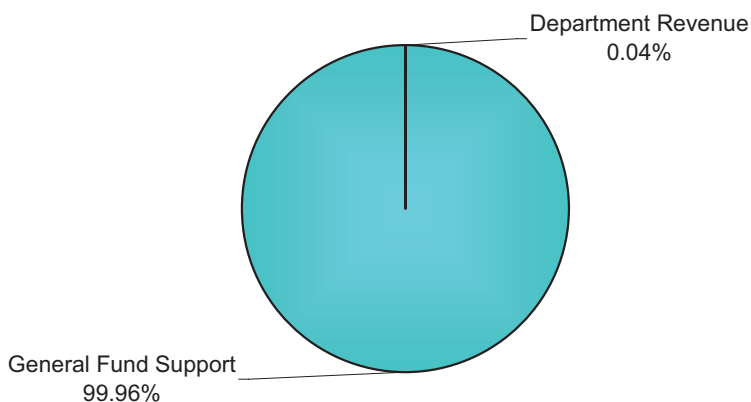
Mandates:

ARS Title 42: Taxation

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **ASSESSOR**

	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Expenditures by Program			
ADMINISTRATION	1,610,919	1,441,026	1,452,651
ASSESSOR STATUTORY MANDATES	6,286,538	6,920,809	7,002,055
Total Expenditures	7,897,457	8,361,835	8,454,706
Funding by Source			
Revenues			
ADMINISTRATION	3,854	3,000	3,000
ASSESSOR STATUTORY MANDATES	908	0	0
Total Revenues	4,762	3,000	3,000
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	7,892,695	8,358,835	8,451,706
Total Program Funding	7,897,457	8,361,835	8,454,706
Staffing (FTEs) by Program			
ADMINISTRATION	22.0	26.0	25.0
ASSESSOR STATUTORY MANDATES	138.5	134.5	130.0
Total Staffing (FTEs)	160.5	160.5	155.0

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. Administer, direct, and manage County personnel policies and procedures. Provide personnel and payroll services. Budget and monitor the use of public funds. Monitor procurement and operational services. Manage and direct information systems administration. Develop electronic methods to enhance processing of tabular and graphic data.

Program Goals and Objectives

- Ensure the proper and timely performance of all functions mandated to the Assessor by law
- Maintain a local area network system with current technologies

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
ARS Title 42 statutory mandates met	yes	yes	yes
Computer systems maintained and upgraded for most efficient operations possible	no	no	yes

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,157,290	1,098,364	1,226,452
SUPPLIES AND SERVICES	329,026	332,662	216,199
CAPITAL OUTLAY	124,603	10,000	10,000
Total Program Expenditures	1,610,919	1,441,026	1,452,651

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	3,854	3,000	3,000
Operating Revenue Sub-Total	3,854	3,000	3,000
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	1,607,065	1,438,026	1,449,651
Total Program Funding	1,610,919	1,441,026	1,452,651

Program Staffing (FTEs)	22.0	26.0	25.0

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. List, locate, value, and classify new construction and additions to both real and personal property. Accept, review, route, update and respond to petitions filed during the Administrative Appeal process, Notices of Error, and Notices of Claim. Defend established values during the Administrative Appeal, Notice of Error, and Notice of Change processes. 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.

Program Goals and Objectives

- Comply with statutory mandates
 - . Transmit personal property valuations to the county treasurer by August 25
 - . Mail personal property notices of value by August 30
 - . Rule on each petition for administrative review of personal property valuation or classification within twenty days after it is filed
 - . Identify real property subject to taxation by December 15
 - . Complete the assessment roll, attach the assessor's certificate, and deliver the certified roll and all assessment lists from which the roll was compiled to the Clerk of the Board of Supervisors by December 20
 - . Determine the full cash value of such property by January 1
 - . Transmit and certify to the property tax oversight commission and to the governing bodies of political subdivisions or districts in the County the values that are required to compute the levy limit by February 10
 - . Determine the limited property value of school districts and transmit the values to the county school superintendent by February 10
 - . Transmit to the staff of the joint legislative budget committee and to the governor's office of strategic planning and budgeting the values required to compute the truth in taxation rates by February 10
 - . Notify each purchaser or owner of record of real property's full cash value and the limited property value, if applicable, to be used for assessment purposes by March 1
 - . Process and respond to Exemption and Legislative Freeze requests
 - . Consider and rule on each petition for assessor review of improper real property valuation or classification by August 15

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Personal and real property valuations determined	yes	yes	yes
Taxpayers provided with notice of values for all personal and real property	yes	yes	yes
Assessment roll and lists prepared and delivered	yes	yes	yes
Values for levy limits, school districts, and truth in taxation rates prepared and transmitted	yes	yes	yes
Percent of responses made to Exemption and Legislative Freeze requests	100%	100%	100%
Percent of responses made to Administrative Appeals, Notices of Errors, and Notices of Claim	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	5,716,184	6,393,565	6,395,905
SUPPLIES AND SERVICES	570,354	527,244	606,150
Total Program Expenditures	6,286,538	6,920,809	7,002,055

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	908	0	0
Operating Revenue Sub-Total	908	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	6,285,630	6,920,809	7,002,055
Total Program Funding	6,286,538	6,920,809	7,002,055

Program Staffing (FTEs)	138.5	134.5	130.0

Board of Supervisors

Expenditures: 1,922,807

FTEs 23.4

Revenues: 0

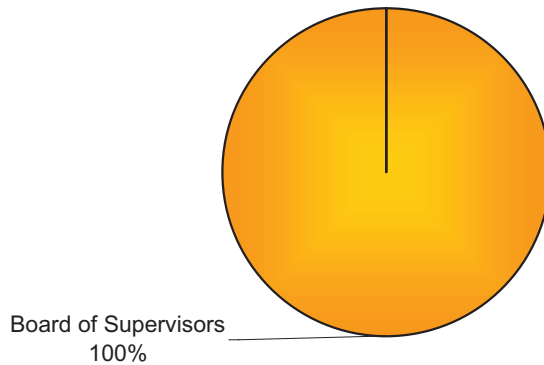
Function Statement:

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.

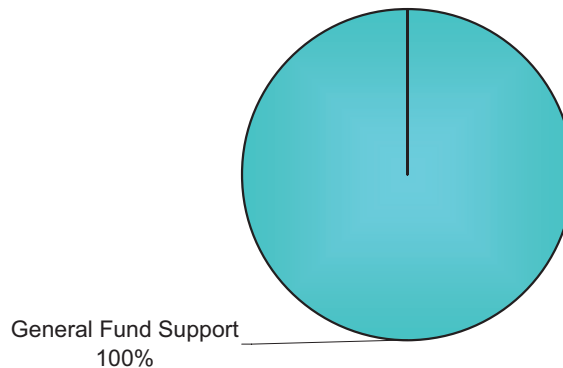
Mandates:

ARS Title 11, Chapter 2: Board of Supervisors

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **BOARD OF SUPERVISORS**

	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Expenditures by Program			
BOARD OF SUPERVISORS	1,680,419	1,887,300	1,922,807
Total Expenditures	1,680,419	1,887,300	1,922,807
Funding by Source			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	1,680,419	1,887,300	1,922,807
Total Program Funding	1,680,419	1,887,300	1,922,807
Staffing (FTEs) by Program			
BOARD OF SUPERVISORS	24.0	24.0	23.4
Total Staffing (FTEs)	24.0	24.0	23.4

Program Summary

Department: BOARD OF SUPERVISORS

Program: BOARD OF SUPERVISORS

Function

Fulfill the duties and responsibilities set forth in Arizona Revised Statute Title 11, Chapter 2.

Description of Services

Fund and maintain public health and safety. Lay out, maintain, and manage roads and bridges within the County. Provide health care and legal services to the indigent population of the County. Supervise the official conduct of all County officers charged with assessing, collecting, safekeeping, managing, or disbursing public funds. Initiate and support state legislation beneficial to Pima County. Pursue federal and state funding to support services to County residents. Respond to constituents' problems, suggestions, inquiries, or complaints. Establish policies and goals to be carried out and achieved by County departments. Set spending limits and approve budgets of all County departments. Levy taxes.

Program Goals and Objectives

- Adopt a balanced budget
- Manage growth in a way that provides maximum benefits to residents, minimizes future taxes, and achieves community and environmental goals
- Maintain a General Fund reserve at a minimum of five percent of General Fund Revenues
- Make economic development more effective, accountable, and regional
 - . Continue supporting Tucson Regional Economic Opportunities (TREO)/Job Path
 - . 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	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Meetings required by statute held on time	yes	yes	yes
Balanced budget adopted	yes	yes	yes
Primary tax rate	\$3.3133	\$3.3133	\$3.4178
Adopted primary property tax levy	\$297,723,590	\$296,197,333	\$284,023,289
Neutral primary tax levy as defined by Truth in Taxation statute adopted	no	yes	yes
General Fund reserve as a percentage of General Fund revenues	16.7%	11.0%	7.6%
County funding support for TREO/Job Path	\$719,110	\$644,130	\$721,473
County funding provided for graffiti abatement	yes	yes	yes
Section 10 Permit obtained	no	no	yes
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,575,614	1,673,814	1,710,177
SUPPLIES AND SERVICES	103,428	213,486	212,630
CAPITAL OUTLAY	1,377	0	0
Total Program Expenditures	1,680,419	1,887,300	1,922,807
Program Funding by Source			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	1,680,419	1,887,300	1,922,807
Total Program Funding	1,680,419	1,887,300	1,922,807
Program Staffing (FTEs)	24.0	24.0	23.4

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Clerk of the Board

Expenditures: 1,247,509

FTEs 16.0

Revenues: 2,100

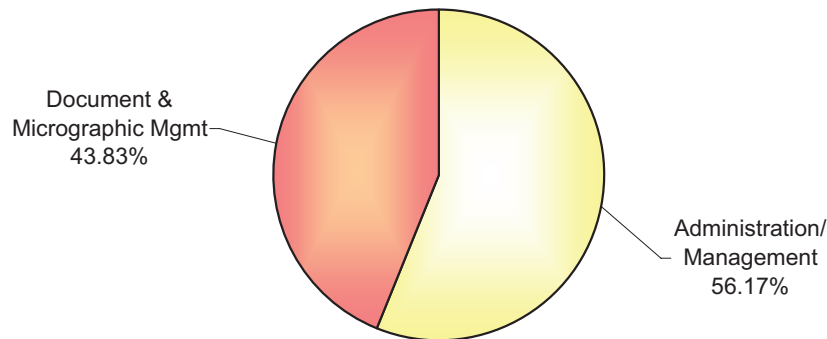
Function Statement:

Record, publish, preserve, and file all proceedings and accounts acted upon by the Board of Supervisors (Board). Administer the 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.

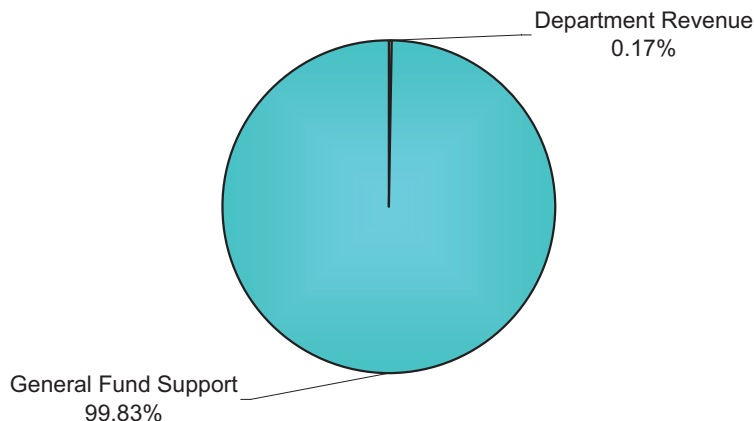
Mandates:

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**

	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Expenditures by Program			
ADMINISTRATION/MANAGEMENT	576,850	706,202	700,775
DOCUMENT & MICROGRAPHIC MGMT	530,036	538,146	546,734
Total Expenditures	1,106,886	1,244,348	1,247,509
Funding by Source			
Revenues			
ADMINISTRATION/MANAGEMENT	4,327	2,100	2,100
DOCUMENT & MICROGRAPHIC MGMT	21	0	0
Total Revenues	4,348	2,100	2,100
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	1,102,538	1,242,248	1,245,409
Total Program Funding	1,106,886	1,244,348	1,247,509
Staffing (FTEs) by Program			
ADMINISTRATION/MANAGEMENT	7.0	7.0	7.0
DOCUMENT & MICROGRAPHIC MGMT	10.0	9.0	9.0
Total Staffing (FTEs)	17.0	16.0	16.0

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. Provide for the publication of 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 to the Internet. 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/forward 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 statutorily mandated deadlines
- Provide efficient and accurate responses to inquiries by County departments and the general public
- Develop applications and migrate documents to Countywide standard Document Management System (DMS)

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Notices/agendas posted as statutorily required	100%	100%	100%
Minutes prepared for approval as statutorily required	100%	100%	100%
Documents migrated to DMS	0%	25%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	460,484	482,152	494,288
SUPPLIES AND SERVICES	99,547	224,050	206,487
CAPITAL OUTLAY	16,819	0	0
Total Program Expenditures	576,850	706,202	700,775

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	2,847	2,000	2,000
CHARGES FOR SERVICES	232	100	100
MISCELLANEOUS	1,248	0	0
Operating Revenue Sub-Total	4,327	2,100	2,100
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	572,523	704,102	698,675
Total Program Funding	576,850	706,202	700,775

Program Staffing (FTEs)	7.0	7.0	7.0

Program Summary

Department: CLERK OF THE BOARD

Program: DOCUMENT & MICROGRAPHIC MGMT

Function

Provide an efficient and effective Pima County Records Management Program in accordance with Arizona Revised Statute 41-1346 and Board of Supervisors Policy C 4.2.

Description of Services

Administer the Pima County Records Management Program. Establish guidelines and training programs for County personnel. Provide efficient and cost effective storage of inactive 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. Coordinate department migration of records into the Document Management System. 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

- Reduce storage of long term paper records by preserving records on microfilm or digital image
- Create digital file to replace duplicate microfilm
- Reduce micrographic supply costs
- Implement the enterprise wide Document Management System in collaboration with IT Department
- Educate Department Record Coordinators about their responsibilities for program success.

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Reduction in paper records stored	2.0%	2.5%	3.0%
Digital files created to replace duplicate microfilm	2.0%	50.0%	80.0%
Reduction in micrographic supply costs due to imaging	n/a	2.1%	2.9%
Department Record Coordinators trained	64.0%	87.0%	100.0%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	456,125	456,412	462,888
SUPPLIES AND SERVICES	57,092	81,734	83,846
CAPITAL OUTLAY	16,819	0	0
Total Program Expenditures	530,036	538,146	546,734

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	21	0	0
Operating Revenue Sub-Total	21	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	530,015	538,146	546,734
Total Program Funding	530,036	538,146	546,734

Program Staffing (FTEs)	10.0	9.0	9.0

Communications Office

Expenditures: 860,907

FTEs 10.4

Revenues: 110,500

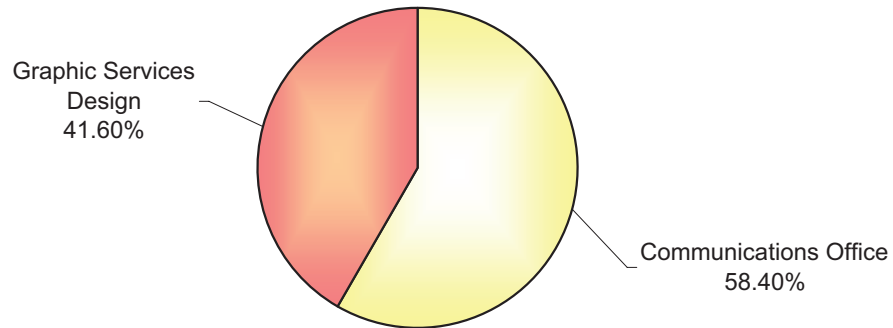
Function Statement:

Effectively communicate the various programs and services available to the public. Work with the Information Technology Department to develop a new interactive County website. Provide graphic design services to all County departments.

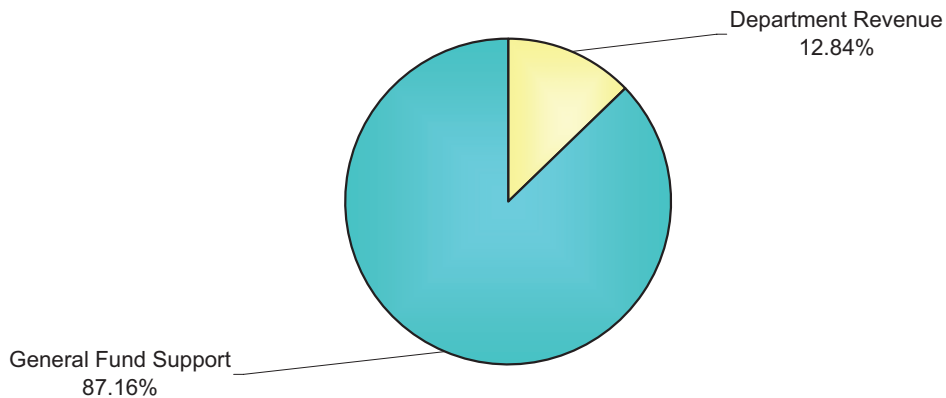
Mandates:

None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **COMMUNICATIONS OFFICE**

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
COMMUNICATIONS OFFICE	0	0	502,754
GRAPHIC SERVICES DESIGN	530,129	460,849	358,153
Total Expenditures	530,129	460,849	860,907
Funding by Source			
Revenues			
GRAPHIC SERVICES DESIGN	148,523	125,700	110,500
Total Revenues	148,523	125,700	110,500
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	381,606	335,149	750,407
Total Program Funding	530,129	460,849	860,907
Staffing (FTEs) by Program			
COMMUNICATIONS OFFICE	0.0	0.0	6.0
GRAPHIC SERVICES DESIGN	6.0	5.5	4.4
Total Staffing (FTEs)	6.0	5.5	10.4

Program Summary

Department: COMMUNICATIONS OFFICE

Program: COMMUNICATIONS OFFICE

Function

Assist all Pima County departments to effectively communicate the various programs and services available to the public. Work with the Information Technology Department to develop a new customer oriented County website.

Description of Services

Coordinate, evaluate, and assist in the development of media releases made on the behalf of Pima County departments. These media releases are disseminated electronically via email and the Pima County website. Help determine branding and marketing needs and develop materials for departments and programs in Pima County. Provide departments with art direction for all visual and editorial needs. Create and enforce content governance policies to regulate information intended for the Pima County website and the general public.

(Note: The Communications Office was created during fiscal year 2010/11.)

Program Goals and Objectives

- Standardize the appearance and functionality of County websites
- Complete requests for media release from County departments within the timeframe set by the requesting departments

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Percent of websites standardized	n/a	n/a	80%
Percent of department media release requests completed within timeframe set by department	n/a	n/a	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	0	0	481,134
SUPPLIES AND SERVICES	0	0	21,620
Total Program Expenditures	0	0	502,754

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	0	0	502,754
Total Program Funding	0	0	502,754

Program Staffing (FTEs)	0.0	0.0	6.0

Program Summary

Department: COMMUNICATIONS OFFICE

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. Utilize traditional and digital art media and illustration techniques. 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 design and production of large exhibits.

(Note: Prior to fiscal year 2011/12 this program was presented as a program in the Graphic Services Department, which no longer exists.)

Program Goals and Objectives

- Minimize General Fund impact
 - . Increase graphic designer billable hours
 - . Decrease expenses
- Increase customer service satisfaction
 - . Track and reduce the number of customer complaints

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Decrease in General Fund impact	\$7,092	\$46,457	\$87,496
Graphic designer time billed	35%	40%	45%
Decrease in expenses	\$87,600	\$69,280	\$102,696
Number of customer complaints	4	3	2

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	368,004	383,625	323,349
SUPPLIES AND SERVICES	162,125	77,224	34,804
Total Program Expenditures	530,129	460,849	358,153

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	148,510	125,000	110,000
MISCELLANEOUS	13	700	500
Operating Revenue Sub-Total	148,523	125,700	110,500
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	381,606	335,149	247,653
Total Program Funding	530,129	460,849	358,153

Program Staffing (FTEs)	6.0	5.5	4.4

County Administrator

Expenditures: 1,496,062

FTEs 11.8

Revenues: 0

Function Statement:

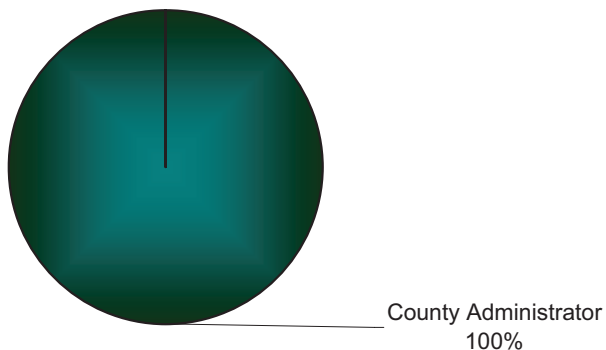
Carry out the policies and attain goals established by the Board of Supervisors. Provide information and technical assistance to the Board. Administer and oversee all non-elected official department operations. Provide management, coordination, and communication on all legislative issues and intergovernmental needs. Direct activities of the Office of Strategic Planning.

Mandates:

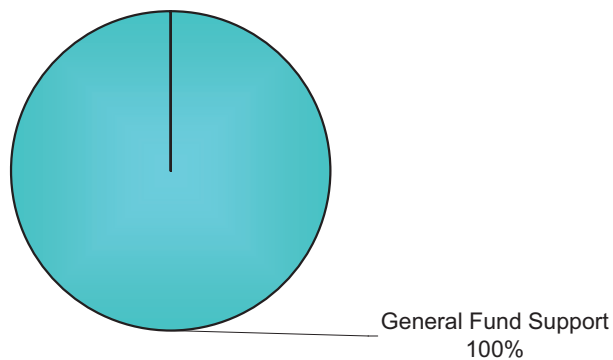
None

Note: As part of the reorganization of various administrative functions, the Office of Conservation, Science, and Environmental Policy and the Sustainability Program were consolidated into the new Office of Sustainability and Conservation in the Public Works functional area; and the Facilities Renewal Fund was moved to Facilities Management.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: COUNTY ADMINISTRATOR

	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Expenditures by Program			
COUNTY ADMINISTRATOR	1,519,930	1,797,318	1,496,062
Total Expenditures	1,519,930	1,797,318	1,496,062
Funding by Source			
Revenues			
COUNTY ADMINISTRATOR	15,540	0	0
Total Revenues	15,540	0	0
Net Operating Transfers In/(Out)	(80,000)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	81,153	0	0
General Fund Support	1,503,237	1,797,318	1,496,062
Total Program Funding	1,519,930	1,797,318	1,496,062
Staffing (FTEs) by Program			
COUNTY ADMINISTRATOR	17.8	17.8	11.8
Total Staffing (FTEs)	17.8	17.8	11.8

Program Summary

Department: COUNTY ADMINISTRATOR

Program: COUNTY ADMINISTRATOR

Function

Carry out the policies and attain goals established by the Board of Supervisors.

Description of Services

Administer and oversee all non-elected official department operations. Provide management, coordination, and communications on all legislative issues and intergovernmental needs.

Program Goals and Objectives

- Implement the Board of Supervisors' policies
 - . Complete mandated reports
 - . Review department budget requests and submit recommendations to the Board of Supervisors
- Preserve open space and public lands in order to maintain the sensitive desert environment
 - . Continue the acquisition of open space

Financial Highlights and Significant Issues

As part of the reorganization of various administrative functions, the Office of Conservation, Science, and Environmental Policy, the Sustainability Program, and four FTEs with funding of \$254,194 were consolidated into the new Office of Sustainability and Conservation in the Public Works functional area; and one FTE with funding of \$98,815 was moved to the new Communications Office.

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Board requests met	yes	yes	yes
Mandated reports completed	yes	yes	yes
Department budget requests reviewed	yes	yes	yes
Natural area acres acquired as part of the Conservation Acquisition Program	822	292	300

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,395,527	1,501,083	1,217,761
SUPPLIES AND SERVICES	107,522	296,235	278,301
CAPITAL OUTLAY	16,881	0	0
Total Program Expenditures	1,519,930	1,797,318	1,496,062

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	15,818	0	0
INTEREST	(278)	0	0
Grant Revenue Sub-Total	15,540	0	0
Net Operating Transfers In/(Out)	(80,000)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	81,153	0	0
General Fund Support	1,503,237	1,797,318	1,496,062
Total Program Funding	1,519,930	1,797,318	1,496,062

Program Staffing (FTEs)	17.8	17.8	11.8

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Elections

Expenditures: 3,985,431

FTEs 16.0

Revenues: 1,459,291

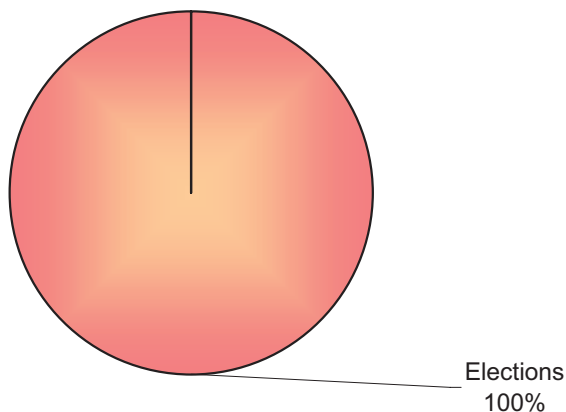
Function Statement:

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). 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.

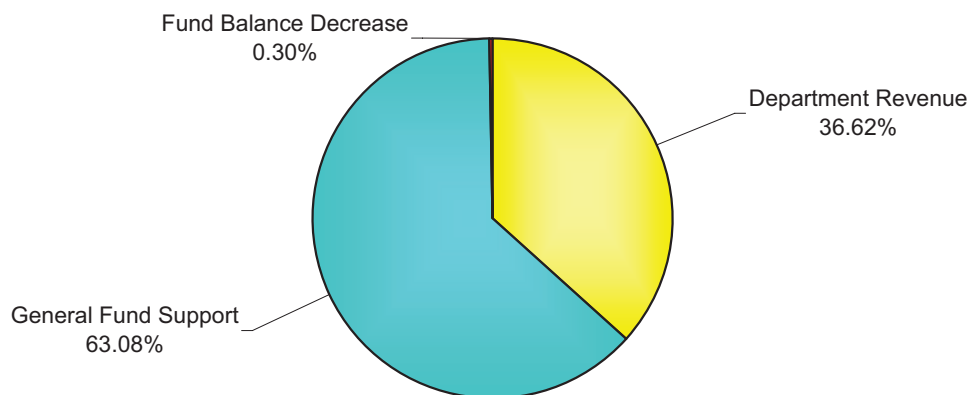
Mandates:

ARS Title 16: Elections and Electors

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: ELECTIONS

	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Expenditures by Program			
ELECTIONS	3,174,912	7,097,383	3,985,431
Total Expenditures	3,174,912	7,097,383	3,985,431
Funding by Source			
Revenues			
ELECTIONS	2,097,457	2,389,291	1,459,291
Total Revenues	2,097,457	2,389,291	1,459,291
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(12,775)	19,000	11,909
General Fund Support	1,090,230	4,689,092	2,514,231
Total Program Funding	3,174,912	7,097,383	3,985,431
Staffing (FTEs) by Program			
ELECTIONS	17.0	16.0	16.0
Total Staffing (FTEs)	17.0	16.0	16.0

Program Summary

Department: ELECTIONS

Program: ELECTIONS

Function

Conduct fair, honest, and efficient elections pursuant to all federal and state laws and regulations. Provide election support to all jurisdictions that contract with the County.

Description of Services

Conduct fair, honest, and efficient elections pursuant to all federal and state laws and regulations. Provide election support to all jurisdictions (cities, towns, schools, fire districts, and any other special districts within Pima County) that contract with the County. Serve as the filing office for candidates' nomination filings. Serve as the filing office for campaign finance reports. Responsible for redefining precincts and redistricting as required by the Board of Supervisors (BOS). Conduct community outreach and assistance to ensure compliance with the Americans with Disabilities Act (ADA) and the Voting Rights Act.

Program Goals and Objectives

- Conduct fair and open elections
- Comply with all federal and state mandates and statutes
- Continue election integrity reform efforts
- Improve elections security
- Improve communications with political party chairpersons

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Sample ballots mailed on time	100%	100%	100%
Polling places ADA compliant	100%	100%	100%
Polling places with voting devices for visually impaired voters	100%	100%	100%
Criminal history checks performed on prospective employees	50%	100%	100%
Elections software systems, programs, and databases independently tested and verified	100%	100%	100%
Voted, spoiled, and blank ballots tracked and logged	100%	100%	100%
Twice the required number of precincts ballots hand-counted to verify computer tabulation	yes	yes	yes
Election databases released immediately after the BOS canvasses an official election	yes	yes	yes
Monthly meetings with political party chairpersons held	yes	yes	yes

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,988,379	2,894,371	1,753,664
SUPPLIES AND SERVICES	1,173,019	3,074,812	1,090,567
CAPITAL OUTLAY	13,514	1,128,200	1,141,200
Total Program Expenditures	3,174,912	7,097,383	3,985,431

Program Funding by Source

Revenues			
INTERGOVERNMENTAL	2,065,461	1,230,000	300,000
CHARGES FOR SERVICES	14,922	5,000	5,000
MISCELLANEOUS	4,299	0	0
Operating Revenue Sub-Total	2,084,682	1,235,000	305,000
INTERGOVERNMENTAL	0	1,154,291	1,154,291
INTEREST	12,775	0	0
Grant Revenue Sub-Total	12,775	1,154,291	1,154,291
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(12,775)	19,000	11,909
General Fund Support	1,090,230	4,689,092	2,514,231
Total Program Funding	3,174,912	7,097,383	3,985,431

Program Staffing (FTEs)	17.0	16.0	16.0

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Finance & Risk Management

Expenditures: 26,639,371

FTEs 234.0

Revenues: 20,595,650

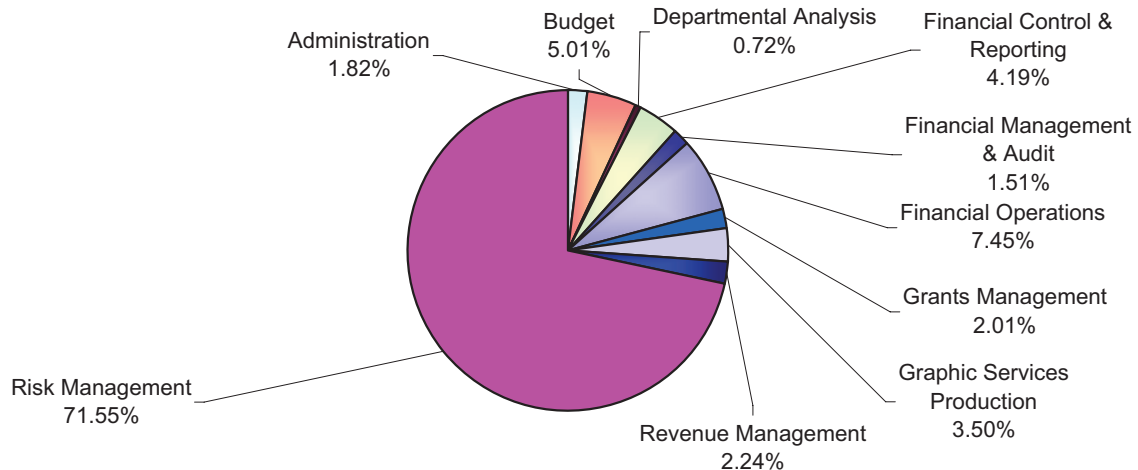
Function Statement:

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 and receivable, payroll processing, grants oversight, records maintenance, mail services, workers' compensation, loss control and prevention, internal audit, cash management, delinquent accounts collection, and formation and collection functions of improvement districts.

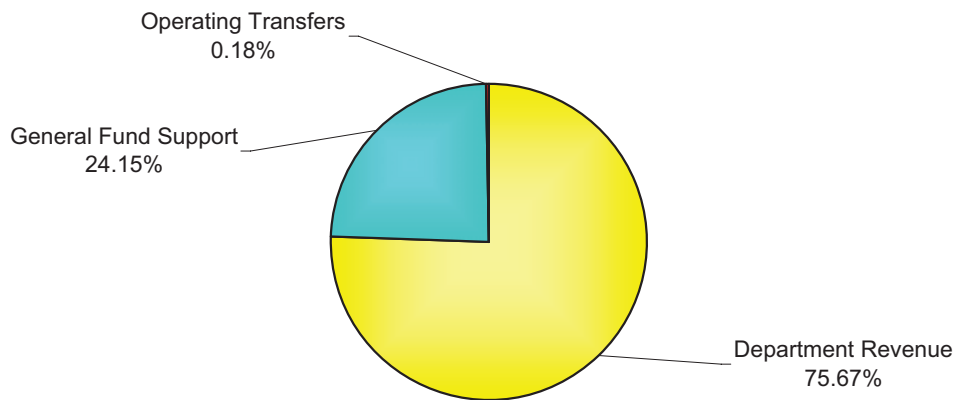
Mandates:

ARS Title 11: Counties, Title 23: Labor, Title 34: Public Buildings and Improvements, Title 38: Public Officers and Employees, Title 41: State Government, and Title 42: Taxation; and Pima County Code 3.04: Risk Management

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: FINANCE & RISK MANAGEMENT

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
ADMINISTRATION	694,994	497,419	485,336
BUDGET	1,430,634	1,402,747	1,334,142
DEPARTMENTAL ANALYSIS	33,437	233,538	192,796
FINANCIAL CONTROL & REPORTING	1,283,639	1,059,786	1,116,722
FINANCIAL MANAGEMENT & AUDIT	778,998	453,037	402,745
FINANCIAL OPERATIONS	1,834,538	1,820,966	1,984,824
FINANCIAL SERVICES - PHS	207	0	0
GRANTS MANAGEMENT	37,601	556,065	535,675
GRAPHIC SERVICES PRODUCTION	1,016,073	965,972	933,485
REVENUE MANAGEMENT	76,750	589,727	596,290
RISK MANAGEMENT	17,157,169	20,436,398	19,057,356
SYSTEMS	937,922	0	0
Total Expenditures	25,281,962	28,015,655	26,639,371

Funding by Source
Revenues

ADMINISTRATION	845	0	0
FINANCIAL MANAGEMENT & AUDIT	(1,367)	0	0
FINANCIAL OPERATIONS	33,027	21,600	31,000
GRAPHIC SERVICES PRODUCTION	1,133,240	977,000	990,000
REVENUE MANAGEMENT	770	0	0
RISK MANAGEMENT	19,985,081	21,989,725	19,574,650
Total Revenues	21,151,596	22,988,325	20,595,650
Net Operating Transfers In/(Out)	(8,962)	49,000	(55,432)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(2,878,357)	(1,553,537)	(472,548)
General Fund Support	7,017,685	6,531,867	6,571,701
Total Program Funding	25,281,962	28,015,655	26,639,371

Staffing (FTEs) by Program

ADMINISTRATION	9.0	8.5	14.0
BUDGET	14.0	14.5	13.5
DEPARTMENTAL ANALYSIS	0.0	31.5	24.0
FINANCIAL CONTROL & REPORTING	20.9	20.0	19.9
FINANCIAL MANAGEMENT & AUDIT	12.0	17.0	15.0
FINANCIAL OPERATIONS	31.0	34.6	33.0
FINANCIAL SERVICES - PHS	0.0	38.0	32.0
GRANTS MANAGEMENT	0.0	24.0	23.6
GRAPHIC SERVICES PRODUCTION	9.6	10.1	10.6
REVENUE MANAGEMENT	0.0	24.0	23.9
RISK MANAGEMENT	24.5	24.5	24.5
SYSTEMS	12.1	0.0	0.0
Total Staffing (FTEs)	133.1	246.7	234.0

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

Process payroll and accounts payable, collect delinquent receivables, monitor cash position for all County departments, administer the County's long term debt, perform internal audits, and prepare internal and external financial reports. Coordinate and monitor County budgets. Coordinate mail services. Monitor risk factors affecting finances and work force.

Program Goals and Objectives

- Respond promptly to requests from the Board of Supervisors, County Administrator, and departments for financial information
 - . Complete special reports, investigations, and analyses as directed by the County Administrator
- Enhance the County's financial stability
 - . Ensure department expenditures do not exceed funding sources
 - . Prepare debt packages for the underwriters to obtain the most advantageous interest rate possible for bonds, Water Infrastructure Finance Authority (WIFA) loans, and improvement district bonds
 - . Maintain the County's average AA Bond Rating
- Provide timely, accurate, and reliable financial information to the Board of Supervisors, County Administrator, department directors, and the public
 - . Disseminate information through the use of the Internet and Intranet
 - . Make annual budgets, comprehensive annual financial reports, single audit reports, selected department financial statements, loan agreements, and other reports and information easily available by posting on the Internet
 - . Make critical procedures easily available to departments by posting on the County Intranet
- Install integrated Countywide program for asset management, procurement, and work order management

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Special reports/analyses/investigations completed	3	3	3
Debt packages prepared	3	2	4
Average Fitch Pima County Bond Rating	AA	AA	AA
Financial information and reports available on Internet	100%	100%	100%
Critical procedures available on Internet	95%	95%	100%
Budgeted timelines for installation of Countywide system met	n/a	95%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	540,195	377,901	426,962
SUPPLIES AND SERVICES	82,254	108,578	51,374
CAPITAL OUTLAY	72,545	10,940	7,000
Total Program Expenditures	694,994	497,419	485,336

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	845	0	0
Operating Revenue Sub-Total	845	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	694,149	497,419	485,336
Total Program Funding	694,994	497,419	485,336

Program Staffing (FTEs)	9.0	8.5	14.0

Program Summary

Department: FINANCE & RISK MANAGEMENT

Program: BUDGET

Function

Develop and monitor Pima County's annual budget. Manage Pima County's annual property tax assembly process.

Description of Services

Produce the Recommended, Tentative, and Adopted Budget schedules and books. Monitor the budget and compile monthly revenue and expenditure forecasts. Respond to management's requests for financial analyses and reports. Compile the property tax levies and rates, and prepare budgets for road maintenance and street lighting improvement districts. 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
 - . Ensure budget schedules/books are 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

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Budget schedules/books produced by due dates	yes	yes	yes
GFOA review criteria rating of proficient/outstanding	89 of 93	93 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	8	17	17
Taxpayer complaints received re: telephone hotline	0	0	0
FYE projection vs CAFR actual (General Fund)	<1.2%	<1.0%	<1.0%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,119,556	1,035,719	964,248
SUPPLIES AND SERVICES	311,078	367,028	367,094
CAPITAL OUTLAY	0	0	2,800
Total Program Expenditures	1,430,634	1,402,747	1,334,142

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	1,430,634	1,402,747	1,334,142
Total Program Funding	1,430,634	1,402,747	1,334,142

Program Staffing (FTEs)	14.0	14.5	13.5

Program Summary

Department: FINANCE & RISK MANAGEMENT

Program: DEPARTMENTAL ANALYSIS

Function

Provide accounting, budgeting, and analysis services to County departments that do not report to elected officials.

Description of Services

Assist departments with annual budget preparation. Analyze revenue and expenditures for budget compliance, errors, and long-term trends. Assist departments with cash, revenue, and expenditure projections and budget variance explanations. Provide departments with functional monthly and periodic reports to improve planning, control, and operational monitoring. Provide accounting problem research and assistance as requested.

Program Goals and Objectives

- Provide timely, accurate, and reliable information and reports to department management and other users
- . Perform special projects as requested
- . Submit annual budget requests by due date
- . Submit monthly projections by due date
- . Complete department planning and control reports on time

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Special projects completed	4	10	12
Percent of annual budget requests submitted by due date	72%	75%	100%
Percent of monthly projections submitted by due date	88%	90%	100%
Percent of department planning and control reports completed on time	96%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	14,528	193,736	159,941
SUPPLIES AND SERVICES	17,237	29,002	26,055
CAPITAL OUTLAY	1,672	10,800	6,800
Total Program Expenditures	33,437	233,538	192,796

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	33,437	233,538	192,796
Total Program Funding	33,437	233,538	192,796

Program Staffing (FTEs)	0.0	31.5	24.0

Program Summary

Department: FINANCE & RISK MANAGEMENT

Program: FINANCIAL CONTROL & REPORTING

Function

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

Description of Services

Monitor financial activity of County funds and departments. Prepare, monitor and/or review interim and year-end financial statements for Regional Wastewater Reclamation Department, Development Services, Stadium District, Self Insurance Trust Fund, School Reserve Fund, and all accruals necessary for issuing financial statements in the Comprehensive Annual Financial Report (CAFR). Ensure all County financial statements are in compliance with U.S. generally accepted accounting principles (GAAP). Monitor implementation of all Governmental Accounting Standards Board (GASB) pronouncements. Prepare various schedules and calculations in support of the production of all audited financial statements, including the CAFR. Prepare and file external and internal annual financial reports (e.g., Chief Financial Officer letter, Landfill Closure/Postclosure, Expenditure Limitation Report, Special District Reports, 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.

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
- Complete Wastewater Reclamation, Development Services, Stadium District, Local Transportation Assistance Fund II, and Risk Management audits by 10/31
- Ensure all County financial statements are in compliance with GAAP
- Issue two indirect cost allocations for internal use and for use by federal grants

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
GFOA financial reporting award received	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	75%	50%	100%
County financial statements in compliance with GAAP	yes	yes	yes
Indirect cost allocations issued	yes	yes	yes
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,243,807	1,015,874	1,066,774
SUPPLIES AND SERVICES	38,902	43,912	45,748
CAPITAL OUTLAY	930	0	4,200
Total Program Expenditures	1,283,639	1,059,786	1,116,722
Program Funding by Source			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	1,283,639	1,059,786	1,116,722
Total Program Funding	1,283,639	1,059,786	1,116,722
Program Staffing (FTEs)	20.9	20.0	19.9

Program Summary

Department: FINANCE & RISK MANAGEMENT

Program: FINANCIAL MANAGEMENT & AUDIT

Function

Perform centralized cash analysis function for County departments. Review, analyze and report Capital Improvement Program activity and ensure that internal control processes are in place and functioning.

Description of Services

Review and analyze County cash position; review, analyze and report all Capital Improvement Program activity; 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
- Prepare the Annual Bond Update Reports for the Bond Advisory Committee

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Departmental cash flow analyses prepared	20	19	19
High risk audits completed	10	5	5
Annual Bond Update Reports prepared	2	2	2

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	746,651	408,447	326,285
SUPPLIES AND SERVICES	23,146	34,590	76,460
CAPITAL OUTLAY	9,201	10,000	0
Total Program Expenditures	778,998	453,037	402,745

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	(2,353)	0	0
MISCELLANEOUS	986	0	0
Operating Revenue Sub-Total	(1,367)	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	780,365	453,037	402,745
Total Program Funding	778,998	453,037	402,745

Program Staffing (FTEs)	12.0	17.0	15.0

Program Summary

Department: FINANCE & RISK MANAGEMENT

Program: FINANCIAL OPERATIONS

Function

Perform centralized payment functions of payroll and accounts payable. Distribute county mail and maintain county records.

Description of Services

Process accounts payable and payroll transactions in 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. Print, fold, seal, and mail all County expense and payroll warrants, 1099s, and W2s. Maintain records according to the County's Retention Schedule.

Program Goals and Objectives

- Provide excellent customer service to vendors, public and employees
- Provide accurate and timely payment information to vendors and employees
- Meet statutory deadlines for payroll

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
1099s mailed by statutory due date	100%	100%	100%
County payroll and expense warrants processed timely and accurately	100%	100%	100%
Records maintained within assigned retention schedules	yes	yes	yes
Employees paid in accordance with federal timelines	yes	yes	yes

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,662,768	1,666,254	1,777,994
SUPPLIES AND SERVICES	171,770	146,712	199,830
CAPITAL OUTLAY	0	8,000	7,000
Total Program Expenditures	1,834,538	1,820,966	1,984,824

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	33,027	21,600	31,000
Operating Revenue Sub-Total	33,027	21,600	31,000
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	1,801,511	1,799,366	1,953,824
Total Program Funding	1,834,538	1,820,966	1,984,824

Program Staffing (FTEs)	31.0	34.6	33.0

Program Summary

Department: FINANCE & RISK MANAGEMENT

Program: FINANCIAL SERVICES - PHS

Function

Provide accounting and claims processing services to Pima Health System & Services (PHS).

Description of Services

Provide monthly financial statements, quarterly Arizona Health Care Cost Containment System (AHCCCS) financial reports, annual financial audit, daily claims processing, revenue and expenditure projections, and periodic analysis as requested.

(Note: Personnel providing financial services to PHS occupy Finance Department positions. Their costs will be transferred to PHS through September 30, 2011, when Pima County's contract with the State ends. Beginning October 1, 2011, costs for AHCCCS closure activities will be transferred to the PHS Transition special revenue fund.)

Program Goals and Objectives

- Close out PHS business

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
PHS business closed out	n/a	n/a	yes
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	(64)	0	0
SUPPLIES AND SERVICES	271	(7,300)	0
CAPITAL OUTLAY	0	7,300	0
Total Program Expenditures	207	0	0
Program Funding by Source			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	207	0	0
Total Program Funding	207	0	0
Program Staffing (FTEs)	0.0	38.0	32.0

Program Summary

Department: FINANCE & RISK MANAGEMENT

Program: GRANTS MANAGEMENT

Function

Plan, organize, and manage the financial and compliance elements of Pima County's grants.

Description of Services

Provide grant acquisition consultation, grant financial processing and administration, grant compliance facilitation, and grant technical support across Pima County's special revenue and general fund departments.

Program Goals and Objectives

- Protect the interests of Pima County through centralized management of grant financial and compliance requirements
- . Assure full compliance with grant fiscal requirements by providing grant financial administration functions (accounting, cash flow management, expense monitoring, record keeping, reporting, fiscal closeout)
- . Assure grant compliance by responding to audits, monitoring corrective action plans, assuring purchasing compliance, assuring regulatory and reporting compliance, and completing sub-recipient monitoring
- . Meet the March 31st deadline for filing the Schedule of Expenditures and Federal Awards (SEFA) as determined by Office of Management and Budget Circular A-133 Subpart C.320

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Sub-recipient monitoring fulfilled	no	yes	yes
SEFA deadline met	yes	yes	yes
Grant reimbursement requests submitted on time	85%	90%	100%
Single audit free of findings	yes	no	yes

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	31,817	527,428	503,205
SUPPLIES AND SERVICES	5,784	28,637	32,470
Total Program Expenditures	37,601	556,065	535,675

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	37,601	556,065	535,675
Total Program Funding	37,601	556,065	535,675

Program Staffing (FTEs)	0.0	24.0	23.6

Program Summary

Department: FINANCE & RISK MANAGEMENT

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 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, drilling, punching, and numbering services. Provide forms design, 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.

(Note: Graphic Services Production was moved to the operational control of the Budget Division of Finance & Risk Management during fiscal year 2010/11.)

Program Goals and Objectives

- Increase revenues
- Increase customer service satisfaction
 - . Maintain quality control through Process Mapping
 - . Ensure press jobs are ready within 10 days
 - . Track and reduce the number of customer complaints

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Revenues increased	yes	no	yes
Quality Control - number of jobs reworked in-house	6	0	0
Press jobs ready in 10 days	96%	95%	100%
Number of customer complaints	7	4	3

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	534,347	532,276	580,349
SUPPLIES AND SERVICES	479,306	433,696	353,136
CAPITAL OUTLAY	2,420	0	0
Total Program Expenditures	1,016,073	965,972	933,485

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	1,131,243	970,000	988,000
INTEREST	1,997	2,000	2,000
MISCELLANEOUS	0	5,000	0
Special Programs Revenue Sub-Total	1,133,240	977,000	990,000
Net Operating Transfers In/(Out)	0	0	(2,184)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(117,167)	(11,028)	(54,331)
General Fund Support	0	0	0
Total Program Funding	1,016,073	965,972	933,485

Program Staffing (FTEs)	9.6	10.1	10.6

Program Summary

Department: FINANCE & RISK MANAGEMENT

Program: REVENUE MANAGEMENT

Function

Establish accounts receivables, manage, collect, and account for debts owed to Pima County for a variety of services.

Description of Services

Establish accounts receivable and billing. Account for receivables and distribute collected funds. Provide for collection and enforcement of delinquent accounts. Manage revenue contracts. Provide formation services and fiscal monitoring of all phases of the Improvement District process.

Program Goals and Objectives

- Develop and implement new strategies to reduce outstanding accounts receivable balances and increase collections by 2% per year
- Implement innovation where feasible to increase speed and accuracy of receipt posting

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Collections increase	2%	2%	2%
Average number of days to credit revenue to appropriate department	10	3	2

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	63,499	542,072	560,830
SUPPLIES AND SERVICES	12,321	34,155	25,660
CAPITAL OUTLAY	930	13,500	9,800
Total Program Expenditures	76,750	589,727	596,290

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	247	0	0
Operating Revenue Sub-Total	247	0	0
INTEREST	523	0	0
Special Programs Revenue Sub-Total	523	0	0
Net Operating Transfers In/(Out)	50,000	49,000	48,265
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	7,760	10,818	(2,436)
General Fund Support	18,220	529,909	550,461
Total Program Funding	76,750	589,727	596,290

Program Staffing (FTEs)	0.0	24.0	23.9

Program Summary

Department: FINANCE & RISK MANAGEMENT

Program: RISK MANAGEMENT

Function

Direct the risk management program for the County, Regional 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 and Occupational Medicine programs. Comply with environmental, Occupational Safety and Health Administration, 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. Allocate Risk Management costs to County departments using appropriate methodology. Represent the County for reimbursements from insurance carriers. Provide safety, loss prevention, and industrial hygiene regulatory administration, training, inspection, and consulting. Conduct safety investigations and analyses. Identify safety improvements for regulatory compliance and employee/citizen safety. Provide technical support on environmental issues. Manage liability and workers' compensation programs including adjust, defend, and fund liability and workers' compensation claims. Provide medical surveillance to County departments and employees.

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
- Procure insurance in a timely manner striking a balance between cost and coverage
- Begin workers' compensation lost time investigations within 3 days of notice
- Provide occupational medical surveillance and services required by law, rule, or policy
- Provide safety services to departments in support of departmental safety/loss prevention
- Support County Attorney's Civil Division through funding and claims management

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Insurance procured before renewal date	yes	yes	yes
Safety audits conducted for County departments	35	20	20
Statement of Values updated annually	yes	yes	yes
Liability claim forms sent within 3 business days of request	95%	98%	100%
Workers' Compensation lost time investigations begun within 3 days of notice	95%	95%	100%
Workers' Compensation claims accepted or denied within the statutory period	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,675,489	2,390,368	2,222,579
SUPPLIES AND SERVICES	15,481,680	18,046,030	16,834,777
Total Program Expenditures	17,157,169	20,436,398	19,057,356

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	35,017	0	0
CHARGES FOR SERVICES	19,343,442	21,272,325	19,035,648
INTEREST	550,356	700,000	521,602
MISCELLANEOUS	56,266	17,400	17,400
Special Programs Revenue Sub-Total	19,985,081	21,989,725	19,574,650
Net Operating Transfers In/(Out)	(58,962)	0	(101,513)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(2,768,950)	(1,553,327)	(415,781)

Program Summary

Department: FINANCE & RISK MANAGEMENT

Program: RISK MANAGEMENT

General Fund Support	0	0	0
Total Program Funding	<u>17,157,169</u>	<u>20,436,398</u>	<u>19,057,356</u>
Program Staffing (FTEs)	24.5	24.5	24.5

Program Summary

Department: FINANCE & RISK MANAGEMENT

Program: SYSTEMS

Function

Provide technical support and development services related to County financial systems.

Description of Services

Provide technical support for each of the County financial systems in the form of end-user support, development, and planning. Document requirements. Plan and execute projects. Respond to end-user requests for support. Manage all hardware and software requests. Manage security. Monitor compliance with documented Change Management procedures. Coordinate information technology (IT) activities with the Information Technology department and other County departments.

(Note: During fiscal year 2009/10 the Financial Systems function and personnel were transferred from Finance to Information Technology. Information here is presented for historical purposes only.)

Program Goals and Objectives

- Reduce number of production mainframe jobs related to Finance ending unexpectedly or with unexpected results to four or less
- Increase to 85 percent projects completed on time
- Respond to Help Desk requests within one hour
- Complete 95 percent of Help Desk requests within one business day
- Complete the annual IT Audit by the Auditor General with zero material findings

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Number of jobs ending unexepectedly or with unexpected results	n/a	n/a	n/a
Projects completed on time	n/a	n/a	n/a
Responses made to Help Desk requests within 1 hour	n/a	n/a	n/a
Help Desk requests completed within 1 business day	n/a	n/a	n/a
Material findings in IT Audit	n/a	n/a	n/a

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	653,107	0	0
SUPPLIES AND SERVICES	284,815	0	0
Total Program Expenditures	937,922	0	0

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	937,922	0	0
Total Program Funding	937,922	0	0

Program Staffing (FTEs)	12.1	0.0	0.0

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Forensic Science Center

Expenditures: 3,116,858

FTEs 27.5

Revenues: 1,355,858

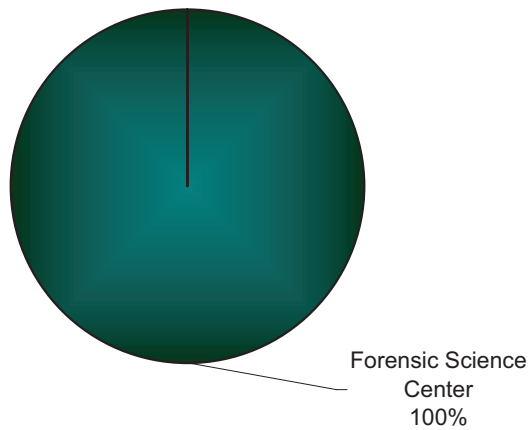
Function Statement:

Perform investigations regarding individuals whose deaths are under the jurisdiction of the office of the Medical Examiner.

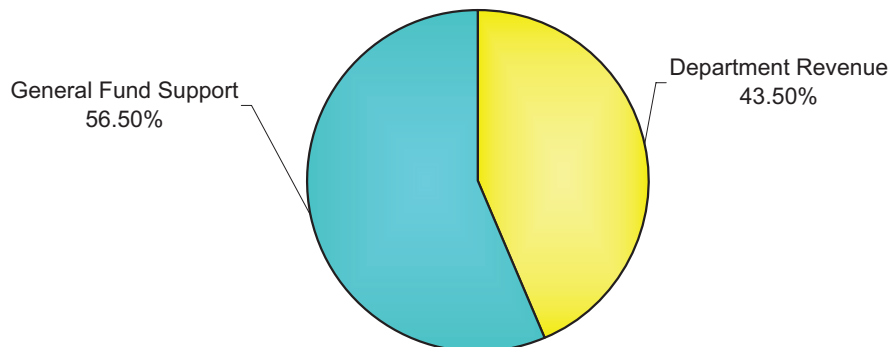
Mandates:

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

	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Expenditures by Program			
FORENSIC SCIENCE CENTER	2,819,016	2,738,675	3,116,858
Total Expenditures	2,819,016	2,738,675	3,116,858
Funding by Source			
Revenues			
FORENSIC SCIENCE CENTER	1,291,375	997,600	1,355,858
Total Revenues	1,291,375	997,600	1,355,858
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	83,318	39,220	0
General Fund Support	1,444,323	1,701,855	1,761,000
Total Program Funding	2,819,016	2,738,675	3,116,858
Staffing (FTEs) by Program			
FORENSIC SCIENCE CENTER	27.0	27.0	27.5
Total Staffing (FTEs)	27.0	27.0	27.5

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 requests for body removal within 60-90 minutes no less than 75% of the time
 - . Complete at least 95% of cremation authorizations within 2 days
 - . Prepare a minimum of 95% of reports within 3-4 weeks
 - . Respond to at least 90% of outside personnel, families, etc. within 2 days

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Requests to remove bodies responded to within 60-90 minutes	60%	70%	75%
Cremation authorization completed within 2 days	75%	80%	95%
Reports prepared within 3-4 weeks	70%	90%	95%
Respond to outside personnel, families, etc. within 2 days	80%	85%	90%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	2,337,417	2,316,522	2,376,916
SUPPLIES AND SERVICES	449,715	418,149	735,938
CAPITAL OUTLAY	31,884	4,004	4,004
Total Program Expenditures	2,819,016	2,738,675	3,116,858

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	1,250,229	993,200	993,200
INTEREST	1,774	0	0
MISCELLANEOUS	5,764	4,300	1,700
Operating Revenue Sub-Total	1,257,767	997,500	994,900
INTERGOVERNMENTAL	14,600	0	360,958
INTEREST	0	100	0
MISCELLANEOUS	19,008	0	0
Grant Revenue Sub-Total	33,608	100	360,958
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	83,318	39,220	0
General Fund Support	1,444,323	1,701,855	1,761,000
Total Program Funding	2,819,016	2,738,675	3,116,858

Program Staffing (FTEs)	27.0	27.0	27.5

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Human Resources

Expenditures: 2,677,009

FTEs 49.1

Revenues: 1,500

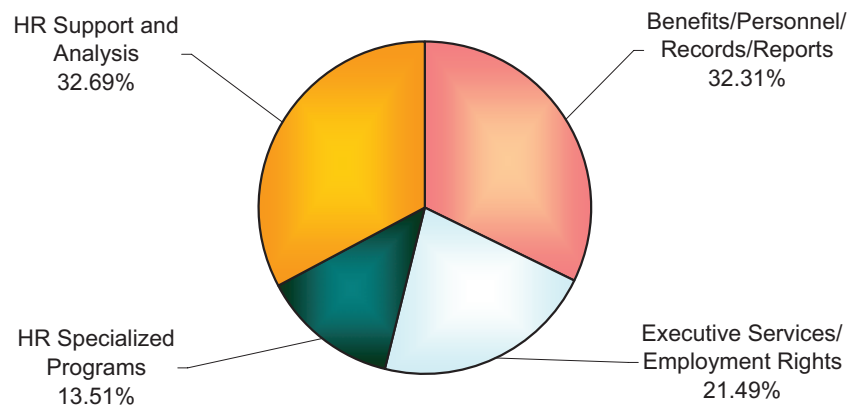
Function Statement:

Recruit and retain a highly committed, highly competent, and results-oriented workforce and provide various employment related services and activities. Services include, but are not limited to, recruitment and selection, employment rights, classification and compensation, benefits administration, management training, personnel records management, and federal, state, and local labor reporting.

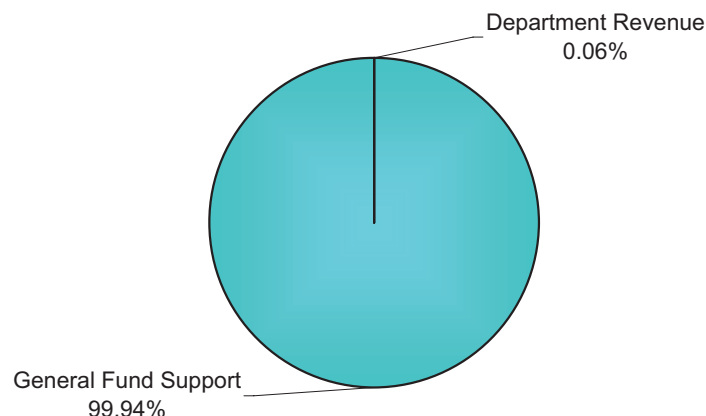
Mandates:

ARS Title 11-351: Definitions; Title 11-352: Adoption of Limited County Employee Merit System by Resolution; Removal of Certain Administrative Positions by Resolution; Title 11-353: County Employee Merit System Commission; Members; Terms; Vacancies; Title 11-354: Powers and Duties of the Commission; Title 11-355: Minimum Qualifications for Employment; and Title 11-356: Dismissal, Suspension or Reduction in Rank of Employees; Appeals; Hearings

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **HUMAN RESOURCES**

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
BENEFITS/PERSONNEL/RECORDS/REPORTS	885,492	902,368	865,060
EXECUTIVE SERVICES/EMPLOYMENT RIGHTS	675,966	552,843	575,359
HR SPECIALIZED PROGRAMS	103,685	394,847	361,486
HR SUPPORT AND ANALYSIS	825,102	815,779	875,104
Total Expenditures	2,490,245	2,665,837	2,677,009
Funding by Source			
Revenues			
BENEFITS/PERSONNEL/RECORDS/REPORTS	15,231	1,500	1,500
EXECUTIVE SERVICES/EMPLOYMENT RIGHTS	262	0	0
Total Revenues	15,493	1,500	1,500
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	2,474,752	2,664,337	2,675,509
Total Program Funding	2,490,245	2,665,837	2,677,009
Staffing (FTEs) by Program			
BENEFITS/PERSONNEL/RECORDS/REPORTS	13.9	15.3	13.4
EXECUTIVE SERVICES/EMPLOYMENT RIGHTS	7.7	7.5	8.2
HR SPECIALIZED PROGRAMS	1.1	5.7	5.2
HR SUPPORT AND ANALYSIS	14.3	22.6	22.3
Total Staffing (FTEs)	37.0	51.1	49.1

Program Summary

Department: HUMAN RESOURCES

Program: BENEFITS/PERSONNEL/RECORDS/REPORTS

Function

Partner with clients by providing the best and most affordable options for medical care, dental, life insurance, and other ancillary services. Counsel and coordinate retirement benefits and long-term disability matters with employees and the State. Maintain official employee personnel records both by hardcopy and automated information programs, process personnel action forms, automate and maintain Equal Employment Opportunity (EEO) and veterans data and reports, and manage the employee discount and bus pass programs.

Description of Services

Provide benefits advocacy and administration; contract development, negotiations and renewal activity; benefits open enrollment and special program coverage. Supervise the day-to-day activity for maintaining official personnel files, respond to subpoenas, process personnel action forms, and manage the employee discount program. Automate and report on the EEO and veterans composition as required by federal law.

Program Goals and Objectives

- Manage the employee benefits programs to provide the best available benefits, insurance coverage and associated costs
- Provide wellness and employee assistance programs in conjunction with our healthcare provider and other benefits programs for employee well being
- Manage employee official personnel, benefits, and insurance records and ensure that documents are maintained in a confidential manner
- Ensure official personnel records and files are maintained pursuant to the State Retention and Disposition Schedule
- Ensure the timely and accurate filing of Federal reports pertaining to EEO and veterans

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Average combined medical benefits cost per employee	\$6,187	\$6,604	\$7,713
Percent of covered employees needing Human Resources intervention for health matters	1.25%	1.00%	.75%
Wellness events - total attendance	22,889	22,000	22,000
Personnel records reviewed for compliance with State Retention and Disposition Schedule	1,648	1,750	1,200

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	817,741	826,788	788,330
SUPPLIES AND SERVICES	65,653	73,080	74,230
CAPITAL OUTLAY	2,098	2,500	2,500
Total Program Expenditures	885,492	902,368	865,060
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	1,106	1,000	1,000
MISCELLANEOUS	14,125	500	500
Operating Revenue Sub-Total	15,231	1,500	1,500
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	870,261	900,868	863,560
Total Program Funding	885,492	902,368	865,060

Program Staffing (FTEs)	13.9	15.3	13.4

Program Summary

Department: HUMAN RESOURCES

Program: EXECUTIVE SERVICES/EMPLOYMENT RIGHTS

Function

Partner with clients by providing direction and approval of employment-related services to include, but not limited to, Merit System Rules and Personnel Policies (MSR/PP) development and interpretation, mandatory training, affirmative action reporting, employee relations, recruitment, benefits, classification, compensation, Family and Medical Leave Administration and e-Verify services, performance appraisal, records management, and administration of the Americans with Disability Act (ADA). Serve as the official interpreters of the MSR/PP and other policies and procedures related to personnel administration.

Description of Services

Direct Human Resources (HR) activities and serve as the final authority for all HR decisions and recommendations to the County Administrator and the Board of Supervisors. Direct all financial obligations for the department. Serve as the custodian of official personnel records and official Secretary to the Merit System Commission. Employment Rights activities include MSR/PP interpretation and review; employee relations such as investigating, handling and assisting with grievances and appeals processes; mediation and layoff services; and HR-ADA administration.

Program Goals and Objectives

- Ensure Pima County is in total compliance with federal, state, and local laws relating to human resources by identifying, investigating, and recommending corrective action for potential violations in a timely fashion
- Provide employment opportunities to all segments of the population residing or wishing to reside in Pima County and surrounding areas
- Ensure all departments and staff are provided the quality assistance they need to direct and manage the County workforce and to effectively work as a Pima County employee
- Provide quality assistance and guidance with employment-related matters throughout the County
- Provide reasonable accommodations for applicants and employees in compliance with the Americans with Disabilities Act Amendments Act

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Equal Employment Opportunity (EEO) minority composition	39%	39%	41%
County's employee turnover rate	10.2%	13.7%	13.7%
Percent of EEO reports filed in compliance with federal law	100%	100%	100%
ADA requests for accommodation	77	80	85
Percent of ADA requests resulting in accommodations	82%	82%	85%
Appeals filed	12	19	20
MSR/PP interpretations/assists	2,820	3,000	3,150

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	574,708	446,405	469,329
SUPPLIES AND SERVICES	98,342	102,188	103,530
CAPITAL OUTLAY	2,916	4,250	2,500
Total Program Expenditures	675,966	552,843	575,359

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	262	0	0
Operating Revenue Sub-Total	262	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	675,704	552,843	575,359
Total Program Funding	675,966	552,843	575,359

Program Staffing (FTEs)	7.7	7.5	8.2

Program Summary

Department: HUMAN RESOURCES

Program: HR SPECIALIZED PROGRAMS

Function

Partner with clients by providing employment-related services and activities to include mandatory training services, a County-wide performance appraisal system, and trainee program review and approval. Administer the Family and Medical Leave Act (FMLA) and E-verify processes. Develop and monitor the departmental budget. Consult with departments and employees on matters related to employee relations that are in need of correction and develop specialized training programs, as needed.

Description of Services

Train managers and supervisors on federal, state, and County mandates and procedures. Develop and maintain the performance appraisal and trainee programs. E-verify all new hires in compliance with federal and state laws. Review, approve, monitor, and assist County employees with FMLA needs. Train managers and supervisors regarding applicable laws and the procedures for compliance.

Program Goals and Objectives

- Train managers and supervisors to ensure uniform and consistent application of personnel administration, laws, rules, and policies
- Provide certification of Family and Medical Leave
- Ensure total compliance with the E-verify process

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Management and special training request attendees	1,492	1,485	1,946
FMLA requests	1,892	1,981	2,074
FMLA requests approved	1,575	1,598	1,727
New hires processed through E-Verify	1,598	1,708	1,861

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	98,661	389,037	351,429
SUPPLIES AND SERVICES	2,108	5,810	10,057
CAPITAL OUTLAY	2,916	0	0
Total Program Expenditures	103,685	394,847	361,486

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	103,685	394,847	361,486
Total Program Funding	103,685	394,847	361,486

Program Staffing (FTEs)	1.1	5.7	5.2

Program Summary

Department: HUMAN RESOURCES

Program: HR SUPPORT AND ANALYSIS

Function

Partner with clients by providing employment-related services and activities to include recruiting and retaining a highly committed, highly competent, and results oriented workforce. Services include, but are not limited to, staffing and testing services, classification and compensation review and assignments, and market studies. Provide staff to certain large departments in need of direct personnel assistance to ensure quality and timely service.

Description of Services

Develop recruitment and selection plans for vacant positions. Review and advertise requests to fill positions. Screen and test applicants. Develop and maintain wage/salary structures through the use of job classifications, internal equity, and external market value considerations. Perform position audits and major classification studies, market evaluations, salary surveys and compensation review. Manage and monitor the Human Resources workforce assigned to large departments with particular emphasis on the public works and health areas.

Program Goals and Objectives

- Market Pima County as an employer of choice by attracting qualified applicants to fill vacant positions in order to maintain proper and quality levels of public service
- Complete certificate of eligible applicants lists within 12 days of closing date
- Assist departments in selecting a qualified applicant within 50 days of closing date to ensure the continuance of needed services
- Ensure equal pay for equal work via a fair and equitable compensation plan
- Ensure all County employees are working within properly defined classifications
- Complete position audits and reallocations in 40 calendar days

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Average calendar days to complete certified list of qualified job applicants	13	12	12
Average calendar days to fill vacancies	66	53	50
Applications received/reviewed	24,560	27,000	28,000
Classification/compensation audit reviews performed	326	300	375
Average calendar days to complete reallocations	38	40	40
Department assists provided	960	1,000	1,240

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	774,904	758,459	811,934
SUPPLIES AND SERVICES	44,367	56,070	61,920
CAPITAL OUTLAY	5,831	1,250	1,250
Total Program Expenditures	825,102	815,779	875,104

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	825,102	815,779	875,104
Total Program Funding	825,102	815,779	875,104

Program Staffing (FTEs)	14.3	22.6	22.3

Information Technology

Expenditures: 17,931,735

FTEs 172.0

Revenues: 5,338,982

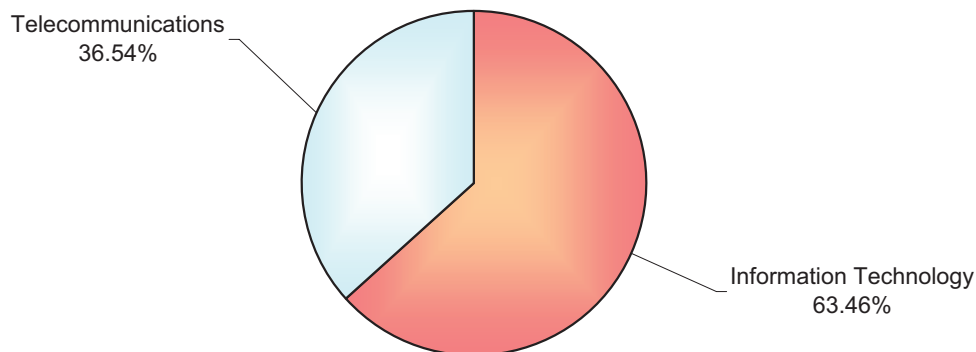
Function Statement:

Manage the County's computer and network processing, wireless (radio) communications, and telecommunications environment. Direct and manage the development and ongoing maintenance support of application systems and the acquisition and licensing of associated computer hardware/software. Develop and implement information technology standards and security procedures. Manage franchise licensing and contract coordination for cable, fiber, cellular, and competitive local exchange carriers. Provide access to an eLearning environment. Provide a central service desk function for computer hardware and application software problem resolution. Coordinate Pima County Information Technology activities with various agencies and the general public.

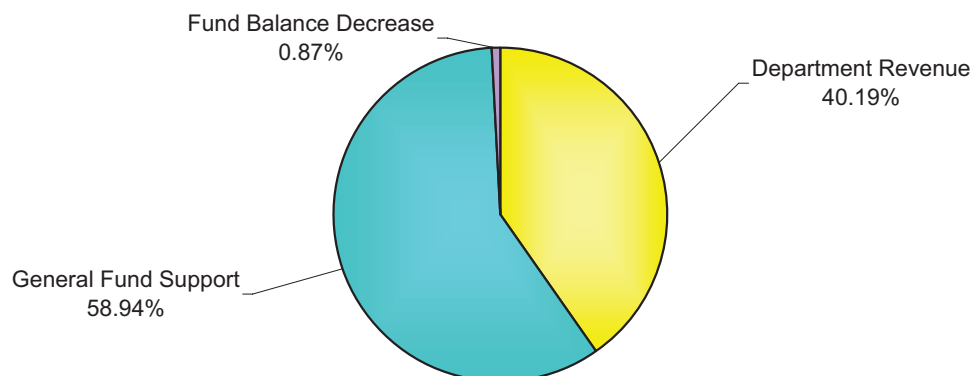
Mandates:

None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: INFORMATION TECHNOLOGY

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
INFORMATION TECHNOLOGY	8,519,025	9,131,314	8,333,441
IT ENHANCEMENT	76	1,930,000	0
TELECOMMUNICATIONS	4,258,509	4,850,064	4,799,147
Total Expenditures	12,777,610	15,911,378	13,132,588
Funding by Source			
Revenues			
INFORMATION TECHNOLOGY	621,785	417,812	502,166
IT ENHANCEMENT	134,377	0	0
TELECOMMUNICATIONS	4,640,726	4,528,529	4,836,816
Total Revenues	5,396,888	4,946,341	5,338,982
Net Operating Transfers In/(Out)	(169,847)	1,493,711	(125,422)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(346,671)	757,824	87,753
General Fund Support	7,897,240	8,713,502	7,831,275
Total Program Funding	12,777,610	15,911,378	13,132,588
Staffing (FTEs) by Program			
INFORMATION TECHNOLOGY	105.0	177.0	150.0
TELECOMMUNICATIONS	23.0	23.0	22.0
Total Staffing (FTEs)	128.0	200.0	172.0

Program Summary

Department: INFORMATION TECHNOLOGY

Program: INFORMATION TECHNOLOGY

Function

Manage the County's computer and network processing environment. Direct and manage the development and ongoing maintenance support of application systems and the acquisition and licensing of associated computer hardware/software. Develop and implement information technology standards and security procedures. Manage franchise licensing and contract coordination for cable, fiber, cellular, and competitive local exchange carriers. Provide access to an eLearning environment and assist in the development of County employees in the use of computer software and hardware. Provide a central service desk function for computer hardware and application software service requests and incident resolution. Coordinate Pima County IT activities with various agencies and the general public.

Description of Services

Provide a high-speed, secure, and cost effective electronic data communications network and a global e-mail facility for Pima County. Provide online transaction processing, offline processing, database services, central data communications, high-speed laser printing services, forms design, and security for accessing stored data. Maintain the Pima County Internet Web and Intranet sites and assist departments in providing content to these sites. Maintain e-commerce services. Provide technical assistance to client departments in the areas of project management, applications development, procurement, training services, and implementation of required technology. Provide eLearning environment used to educate County employees on computer and software application usage. Coordinate and monitor the acquisition of computer hardware and software for County departments using standardized configurations and specifications. Install new computer hardware and software for County departments and clients. Coordinate and administer contracts for antennas, cellular telephone towers, competitive local exchange carriers (CLECs), and cable companies using County facilities and rights of way. Coordinate all County cell phone contracts and usage.

Program Goals and Objectives

- Ensure critical electronic information resources are available 24/7/365
- Maintain 100% online system availability (excluding scheduled maintenance)
- Maintain 100% storage/servers availability (excluding scheduled maintenance)
- Resolve critical outages within 4 hours
- Resolve citizen complaints against cable companies within two business days
- Achieve a rate of at least 95% of customers satisfied during the service desk incident closeout process

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Scheduled outages per year	12	12	12
Online system availability (excluding scheduled maintenance)	99%	99%	100%
Storage/server availability (excluding scheduled maintenance)	99%	99%	100%
Critical outage situations resolved within 4 hours	85%	95%	100%
Citizen complaints against cable companies resolved within two business days	99%	99%	99%
Percent of customers satisfied in service desk incident close out process	95%	95%	95%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	6,543,728	6,407,081	5,184,927
SUPPLIES AND SERVICES	1,665,243	2,415,605	2,792,314
CAPITAL OUTLAY	310,054	308,628	356,200
Total Program Expenditures	8,519,025	9,131,314	8,333,441

Program Funding by Source

Revenues

CHARGES FOR SERVICES	0	0	22,525
MISCELLANEOUS	621,785	417,812	479,641
Operating Revenue Sub-Total	621,785	417,812	502,166

Program Summary

Department: INFORMATION TECHNOLOGY

Program: INFORMATION TECHNOLOGY

Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	7,897,240	8,713,502	7,831,275
	<u>8,519,025</u>	<u>9,131,314</u>	<u>8,333,441</u>
Total Program Funding	8,519,025	9,131,314	8,333,441
Program Staffing (FTEs)	105.0	177.0	150.0

Program Summary

Department: INFORMATION TECHNOLOGY

Program: IT ENHANCEMENT

Function

Address the ongoing need to maintain, enhance, and expand the County's information systems by funding approved information technology improvements.

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

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
New projects funded	0	2	3
Projects completed	0	1	1

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
SUPPLIES AND SERVICES	76	1,930,000	0
Total Program Expenditures	76	1,930,000	0

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTEREST	6,606	0	0
MISCELLANEOUS	127,771	0	0
Special Programs Revenue Sub-Total	134,377	0	0
Net Operating Transfers In/(Out)	(150,000)	1,500,000	(115,000)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	15,699	430,000	115,000
General Fund Support	0	0	0
Total Program Funding	76	1,930,000	0

Program Staffing (FTEs)	0.0	0.0	0.0

Program Summary

Department: INFORMATION TECHNOLOGY

Program: TELECOMMUNICATIONS

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 and subscribing agencies.

Description of Services

Provide voice (telephone), data, data storage, and wireless radio communication networks, and associated services to Pima County departments. Develop and maintain inventories of equipment and infrastructure diagrams for the purpose of determining capacity and developing long range plans for network growth. Participate in the planning for wiring 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 voice and data services at the lowest possible cost
- Ensure quality customer service
 - . Document all service orders
 - . Initiate repairs within 4 hours of service request
- Maintain 24/7/365 network availability (excluding scheduled maintenance or facility power outages)
- Maintain 24/7/365 Internet availability (excluding scheduled maintenance)
- Maintain 24/7/365 wireless network availability (excluding scheduled maintenance)
- Repair or replace radios used for essential County services in one day

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Service orders documented	100%	100%	100%
Repairs initiated within 4 hours of request	100%	100%	100%
Network availability (excluding scheduled maintenance)	99%	99%	100%
Internet availability (excluding scheduled maintenance)	99%	99%	100%
Wireless network availability (excluding scheduled maintenance)	100%	100%	100%
Radios used for essential County services repaired or replaced in one day	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,158,899	1,523,729	1,580,501
SUPPLIES AND SERVICES	2,853,474	3,313,212	3,213,846
CAPITAL OUTLAY	246,136	13,123	4,800
Total Program Expenditures	4,258,509	4,850,064	4,799,147

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	4,495,247	4,466,524	4,749,474
INTEREST	51,859	0	9,602
MISCELLANEOUS	93,620	62,005	77,740
Special Programs Revenue Sub-Total	4,640,726	4,528,529	4,836,816
Net Operating Transfers In/(Out)	(19,847)	(6,289)	(10,422)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(362,370)	327,824	(27,247)
General Fund Support	0	0	0
Total Program Funding	4,258,509	4,850,064	4,799,147

Program Staffing (FTEs)	23.0	23.0	22.0

Non Departmental

Expenditures: **184,500,259**

FTEs **0.0**

Revenues: **73,261,949**

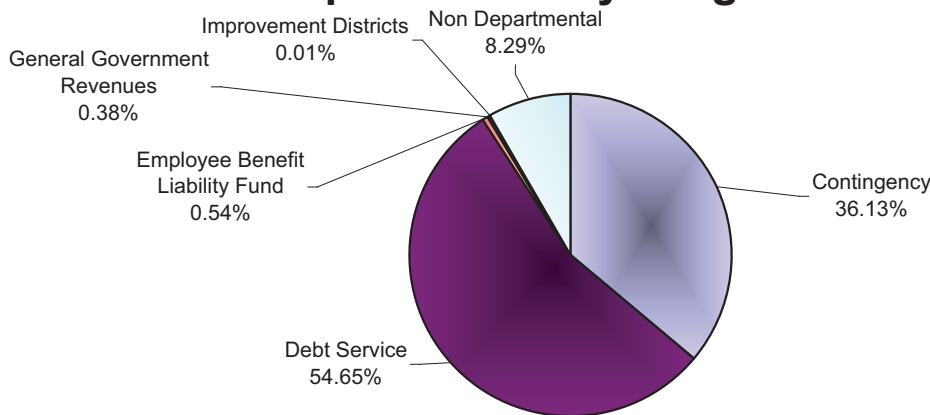
Function Statement:

Record and report the receipt, transfer, and 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 \$495,483,709 with \$422,221,760 coming from general government revenues used to support General Fund operations. The difference between these amounts, or \$73,261,949, is the amount to be considered as departmental revenue.)

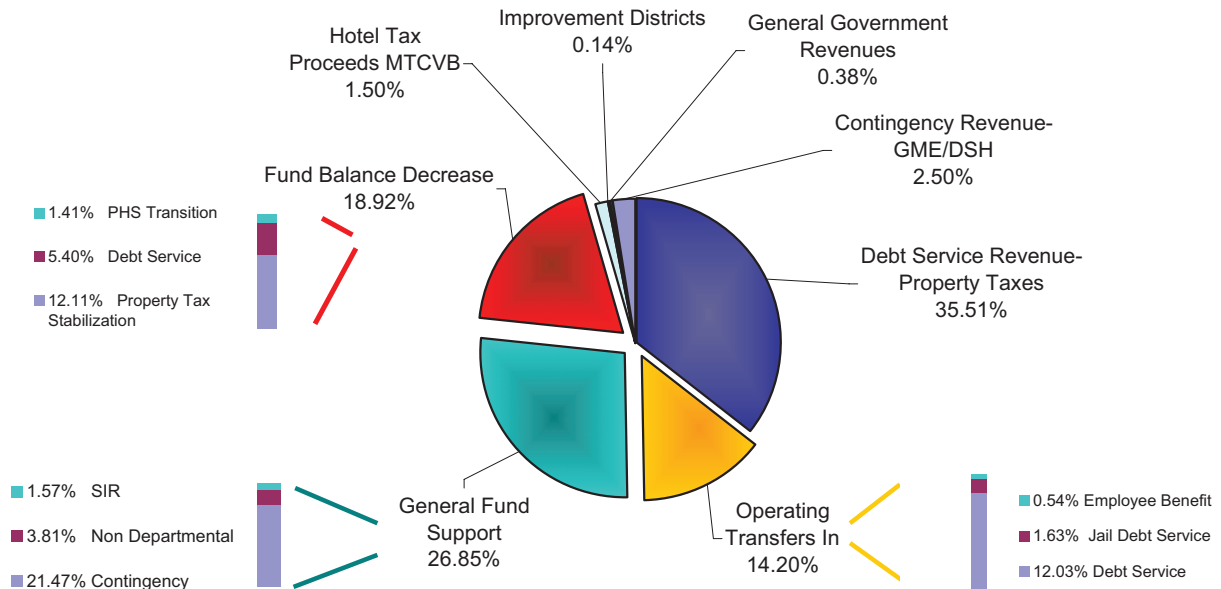
Mandates:

None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: NON DEPARTMENTAL

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
CONTINGENCY	605,809	65,393,042	66,665,129
DEBT SERVICE	106,589,894	106,277,555	100,824,209
EMPLOYEE BENEFIT LIABILITY FUND	1,000,000	1,000,000	1,000,000
GENERAL FUND DEBT SERVICE	5,871,511	5,918,285	0
GENERAL GOVERNMENT REVENUES	217,759	705,000	705,000
IMPROVEMENT DISTRICTS	34,077	28,705	9,243
NON DEPARTMENTAL	9,039,591	13,187,962	15,296,678
Total Expenditures	123,358,641	192,510,549	184,500,259
Funding by Source			
Revenues			
CONTINGENCY	734,079	0	4,625,000
DEBT SERVICE	70,339,027	69,778,801	65,603,403
GENERAL FUND DEBT SERVICE	107	25,000	0
GENERAL GOVERNMENT REVENUES	444,982,842	433,847,518	422,221,760
IMPROVEMENT DISTRICTS	537,206	303,619	264,884
NON DEPARTMENTAL	2,819,114	2,565,463	2,768,662
Total Revenues	519,412,375	506,520,401	495,483,709
Net Operating Transfers In/(Out)	20,732,523	1,613,144	2,758,617
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(3,917,287)	14,798,762	34,701,381
General Fund Support	(412,868,970)	(330,421,758)	(348,443,448)
Total Program Funding	123,358,641	192,510,549	184,500,259
Staffing (FTEs) by Program			
Total Staffing (FTEs)	0.0	0.0	0.0

Program Summary

Department: NON DEPARTMENTAL

Program: CONTINGENCY

Function

Provide funding for emergencies or unforeseen needs that may arise during the year. Provide reserve funds for programs/projects which may be implemented during the fiscal year.

Description of Services

Account for all transactions which occur throughout the year within various detail funds. The Budget Stabilization Fund was established to address potential deficits and tentative funding needs in County departments. The Property Tax 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 \$34,774,388.

Unreserved contingency funds of \$744,994 are included in the budget to provide flexibility for the Board to respond to changing needs and unforeseen circumstances. Reserved contingency funds of \$170,000 are included for the purchase of the Community Performing Arts Center furniture, fixtures, and equipment.

The Budget Stabilization Fund provides for the following expenditures:

Graduate Medical Education/DSH	\$ 4,625,000
Stadium District Operations	1,500,000
Development Services' Countywide Planning	1,000,000
Solid Waste Operating Services	800,000
Total	\$ 7,925,000

Carryovers from Fiscal Year 2010/11:

Juvenile Court - Facilities Projects	\$ 210,956
County Attorney - IT Equipment	200,000
Superior Court - Facilities Projects	119,535
Community Services - Summer Internship	102,947
Community Dev. & Neighbor. Cons. - El Banco	20,000
Community & Econ. Develop. - Outside Agencies	16,275
Superintendent of Schools - Facilities Projects	4,445
Total	\$ 674,158

The Property Tax Stabilization Special Revenue Fund includes \$22,376,589 to mitigate future property tax increases.

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Monthly accounting reconciliations performed	12	12	12
Status report updated for each transaction	yes	yes	yes
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	105,168	0	0
SUPPLIES AND SERVICES	500,641	65,393,042	66,665,129
Total Program Expenditures	605,809	65,393,042	66,665,129

Program Summary

Department: NON DEPARTMENTAL

Program: CONTINGENCY

Program Funding by Source

Revenues			
INTERGOVERNMENTAL	263,018	0	4,625,000
CHARGES FOR SERVICES	4,546	0	0
FINES AND FORFEITS	123,870	0	0
INTEREST	10,289	0	0
MISCELLANEOUS	128,975	0	0
MEMO REVENUE	203,364	0	0
Operating Revenue Sub-Total	734,062	0	4,625,000
INTEREST	17	0	0
Special Programs Revenue Sub-Total	17	0	0
Net Operating Transfers In/(Out)	(3,573,578)	22,354,490	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	3,574,059	0	22,376,589
General Fund Support	(128,751)	43,038,552	39,663,540
Total Program Funding	605,809	65,393,042	66,665,129
Program Staffing (FTEs)	0.0	0.0	0.0

Program Summary

Department: NON DEPARTMENTAL

Program: DEBT SERVICE

Function

Account for the accumulation of resources for the payment of general long term debt principal and interest.

Description of Services

Manage the debt for the Regional Flood Control District, Transportation bonds, General Obligation bonds, and the lease purchases of the Public Works Building, the Justice Building, and the County jail facility. Debt for the Justice Building and the County jail facility lease purchases that was previously managed in General Fund Debt Service will be managed in Debt Service effective fiscal year 2011/12. (Note: See the Long Term Debt Service Schedule portion, in the Supplemental Information section, for the Reconciliation of Long Term Debt to Budgeted Debt Service Expenditures.)

Program Goals and Objectives

- Account for long term debt and provide payment in an accurate and timely manner

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Transactions accurately recorded	100%	100%	100%
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
SUPPLIES AND SERVICES	106,589,894	106,277,555	100,824,209
Total Program Expenditures	106,589,894	106,277,555	100,824,209
Program Funding by Source			
Revenues			
TAXES	69,324,973	68,771,301	65,603,403
INTERGOVERNMENTAL	77,755	7,500	0
INTEREST	936,299	1,000,000	0
Operating Revenue Sub-Total	70,339,027	69,778,801	65,603,403
Net Operating Transfers In/(Out)	43,277,224	21,425,078	25,237,058
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(7,026,357)	15,073,676	9,983,748
General Fund Support	0	0	0
Total Program Funding	106,589,894	106,277,555	100,824,209
Program Staffing (FTEs)	0.0	0.0	0.0

Program Summary

Department: NON DEPARTMENTAL

Program: EMPLOYEE BENEFIT LIABILITY FUND

Function

Provide a centralized account to fund employee benefit payoffs.

Description of Services

Consolidate into one centralized account the payoff to terminating and retiring employees of up to 240 hours of unused vacation leave and the allowable percentage of accumulated sick leave, as provided by Pima County Personnel Policies.

Program Goals and Objectives

- Ensure that appropriate funds are budgeted to cover payoffs to employees required by County policies

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Required employee payoffs funded	yes	yes	yes
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,000,000	1,000,000	1,000,000
Total Program Expenditures	1,000,000	1,000,000	1,000,000
Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Net Operating Transfers In/(Out)	1,000,000	1,000,000	1,000,000
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	0	0	0
Total Program Funding	1,000,000	1,000,000	1,000,000
Program Staffing (FTEs)	0.0	0.0	0.0

Program Summary

Department: NON DEPARTMENTAL

Program: GENERAL FUND DEBT SERVICE

Function

Record and report the annual debt service on major General Fund lease purchases.

Description of Services

Manage the debt service pertaining to the lease purchase of the County jail facility, the Bank of America Plaza, the Justice Building Project, and the Jackson Learning Center Project.

(Note: Effective fiscal year 2011/12 the debt service previously budgeted in General Fund Debt Service will be budgeted in Debt Service. Information here is presented for historical purposes only.)

Program Goals and Objectives

- Manage the General Fund debt service and provide payment in an accurate and timely manner

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Transactions accurately recorded	100%	100%	n/a
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
SUPPLIES AND SERVICES	5,871,511	5,918,285	0
Total Program Expenditures	5,871,511	5,918,285	0
Program Funding by Source			
Revenues			
INTEREST	107	25,000	0
Operating Revenue Sub-Total	107	25,000	0
Net Operating Transfers In/(Out)	3,012,935	3,009,185	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	2,858,469	2,884,100	0
Total Program Funding	5,871,511	5,918,285	0
Program Staffing (FTEs)	0.0	0.0	0.0

Program Summary

Department: NON DEPARTMENTAL

Program: GENERAL GOVERNMENT REVENUES

Function

Record all revenues associated with the General Fund that are not generated by specific departments.

Description of Services

Forecast and monitor General Fund revenues and advise County management of any anticipated changes in revenue or the County's revenue base. (Note: See the Summary of Other Financing Sources and Interfund Transfers, in the State Reports section, for details regarding Net Operating Transfers Out.)

Program Goals and Objectives

- Provide timely and accurate revenue information to County management
- Ensure that earned revenues are actually received

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Revenue status reports produced	9	9	9
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
SUPPLIES AND SERVICES	217,759	705,000	705,000
Total Program Expenditures	217,759	705,000	705,000
Program Funding by Source			
Revenues			
TAXES	304,425,773	301,372,635	287,132,878
LICENSES & PERMITS	2,714,553	2,446,532	2,587,500
INTERGOVERNMENTAL	117,950,403	112,260,804	114,365,179
CHARGES FOR SERVICES	18,613,153	16,590,967	17,326,203
INTEREST	1,115,294	796,580	430,000
MISCELLANEOUS	163,666	380,000	380,000
Operating Revenue Sub-Total	444,982,842	433,847,518	422,221,760
Net Operating Transfers In/(Out)	(25,110,777)	(46,175,609)	(23,478,441)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	(419,654,306)	(386,966,909)	(398,038,319)
Total Program Funding	217,759	705,000	705,000
Program Staffing (FTEs)	0.0	0.0	0.0

Program Summary

Department: NON DEPARTMENTAL

Program: IMPROVEMENT DISTRICTS

Function

Account for the accumulation and the transfer of funds for repayment of interfund loans for Improvement Districts.

Description of Services

Accumulate funds for La Cholla Boulevard and Hayhook Ranch Improvement Districts to repay appropriate County departments for interfund loans.

Program Goals and Objectives

- Account for Improvement District interfund loan funds accumulation and transfer to proper County departments

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Transactions accurately recorded	100%	100%	100%
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
SUPPLIES AND SERVICES	34,077	28,705	9,243
Total Program Expenditures	34,077	28,705	9,243
Program Funding by Source			
Revenues			
SPECIAL ASSESSMENT	535,666	303,619	264,884
INTEREST	1,540	0	0
Special Programs Revenue Sub-Total	537,206	303,619	264,884
Net Operating Transfers In/(Out)	(38,140)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(464,989)	(274,914)	(255,641)
General Fund Support	0	0	0
Total Program Funding	34,077	28,705	9,243
Program Staffing (FTEs)	0.0	0.0	0.0

Program Summary

Department: NON DEPARTMENTAL

Program: NON DEPARTMENTAL

Function

Budget and provide for expenditure and/or revenue authority for specified General Fund programs, projects, and items for which no direct responsibility has been assigned to any single department. Report the General Fund portion of self insurance reserve (SIR) payments.

Description of Services

Report the receipt of the Transient Lodging Excise Tax revenues and the payment of \$2,768,662 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 \$91,935 and the U.S. Mexico Border Counties Coalition of \$12,608, and Lobbyist costs of \$42,700. Provide expenditure authority of \$90,249 for Special Projects, \$21,799 for Bond Oversight, \$2,896,340 for the General Fund portion of self insurance costs, and \$6,775,700 for state mandated county contribution. Special revenue funding of \$2,596,685 for Pima Health System closure activity after September 30, 2011 is budgeted in this program.

Program Goals and Objectives

- Provide and account for all Non Departmental activities

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Transactions accurately recorded	100%	100%	100%
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	27,984	631,416	26,100
SUPPLIES AND SERVICES	9,011,607	12,556,546	15,270,578
Total Program Expenditures	9,039,591	13,187,962	15,296,678
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	2,818,514	2,565,463	2,768,662
MISCELLANEOUS	600	0	0
Operating Revenue Sub-Total	2,819,114	2,565,463	2,768,662
Net Operating Transfers In/(Out)	2,164,859	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	2,596,685
General Fund Support	4,055,618	10,622,499	9,931,331
Total Program Funding	9,039,591	13,187,962	15,296,678
Program Staffing (FTEs)	0.0	0.0	0.0

Office of Emergency Mgmt & Homeland Security

Expenditures: 1,611,892

FTEs 11.4

Revenues: 1,098,818

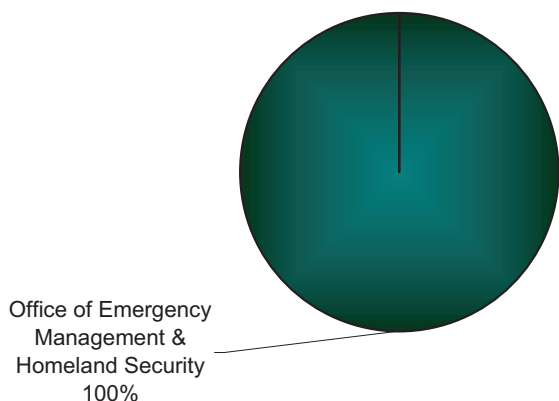
Function Statement:

Establish and maintain the highest possible quality emergency prevention, preparedness, response, mitigation and recovery function to protect the lives and property of the residents of Pima County in the event of a natural or man-made disaster through planning; the conduct of training and exercises; the establishment and maintenance of a state-of-the-art Emergency Operations Center; and coordination and communications with all departments within Pima County, emergency response agencies at the local, state, tribal, and federal level, and the public at large.

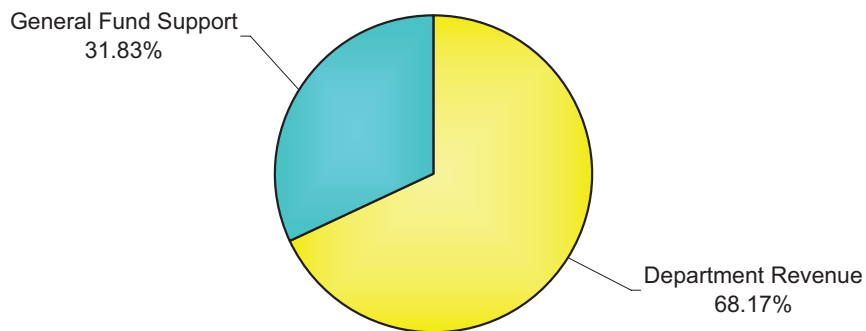
Mandates:

ARS Title 26, Chapter 2: Emergency Management

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **OFC OF EMERG MGMT & HOMELAND SECURITY**

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
OFC OF EMERG MGMT & HOMELAND SECURITY	0	0	1,611,892
Total Expenditures	0	0	1,611,892
Funding by Source			
Revenues			
OFC OF EMERG MGMT & HOMELAND SECURITY	0	0	1,098,818
Total Revenues	0	0	1,098,818
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	0	0	513,074
Total Program Funding	0	0	1,611,892
Staffing (FTEs) by Program			
OFC OF EMERG MGMT & HOMELAND SECURITY	0.0	0.0	11.4
Total Staffing (FTEs)	0.0	0.0	11.4

Program Summary

Department: OFC OF EMERG MGMT & HOMELAND SECURITY

Program: OFC OF EMERG MGMT & HOMELAND SECURITY

Function

Prevent and/or mitigate the loss of life and reduce property damage to the citizens of Pima County resulting from both human-caused and natural disasters in accordance with Arizona Revised Statutes Title 26 and Pima County Code Title 19.

Description of Services

Provide professional emergency management services including planning and prevention, protection, response and recovery activities and training to protect lives, property and the environment in the event of a disaster. Develop County emergency response and mitigation plans. Coordinate with and assist other jurisdictions within the County, the State, the region and at the federal level to develop coordinated, interoperable response capabilities to ensure the highest level of individual and agency preparedness to respond to 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 and National Response Plan, National Infrastructure Protection Plan, and National Preparedness Goals and Guidance. Provide emergency response and management training opportunities to trainers throughout the jurisdiction. Maintain and operate a state-of-the-art Emergency Operations Center (EOC).

(Note: In fiscal year 2009/10 this department was presented as a program in Health, and historical information is found there.)

Program Goals and Objectives

- Ensure that all jurisdictions within Pima County have access to accurate, complete information and systems, including communications, command and control and date, to enable them to respond to large emergency situations and/or threats to homeland security quickly, efficiently and effectively to safeguard the lives and property of the citizens of Pima County
- Maintain a state-of-the-art EOC to ensure County and local jurisdictions have the ability to communicate and operate in a coordinated fashion to implement emergency plans and to operate in any emergency including coordination with state, regional and federal emergency response organizations and with the public
- Maintain the EOC in a state of constant readiness
- Open and make operational the EOC within one hour of notification by the Board of Supervisors, the County Administrator, or a municipality within Pima County
- Implement a state-of-the-art, web-based EOC functionality to enable users to interface with the EOC from remote locations
- Reduce response and recovery costs to the County by providing comprehensive disaster response plans and on-going mitigation projects to prevent or mitigate the loss of life and damage to property resulting from a disaster
- Maintain a comprehensive, coordinated County emergency response plan that provides for the survival of the maximum number of people within the borders of Pima County and minimizes damage to property in the event of a natural or human-caused disaster
- Coordinate, conduct, and participate in regular, realistic emergency response exercises for County agencies and local jurisdictions
- Assist County agencies to maintain multi-hazard mitigation plans that enable them to minimize the effect of potential disasters on the life and property of County residents, businesses and public entities
- Provide regular, quality training in emergency management to emergency response agencies, municipalities, and County departments
- Facilitate attendance for local responders to federal and state emergency management training courses

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Exercises conducted	n/a	n/a	24
Community Emergency Response Team (CERT) classes	n/a	n/a	25
Citizens trained in CERT	n/a	n/a	300
Business presentations	n/a	n/a	25
Civic presentations	n/a	n/a	15
Neighborhood presentations	n/a	n/a	12
Events for community planning and preparedness activities and exercises	n/a	n/a	400

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	0	0	914,558
SUPPLIES AND SERVICES	0	0	697,334
Total Program Expenditures	0	0	1,611,892

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	0	0	1,098,818
Grant Revenue Sub-Total	0	0	1,098,818

Program Summary

Department: OFC OF EMERG MGMT & HOMELAND SECURITY

Program: OFC OF EMERG MGMT & HOMELAND SECURITY

Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	0	0	513,074
Total Program Funding	<u>0</u>	<u>0</u>	<u>1,611,892</u>
Program Staffing (FTEs)	0.0	0.0	11.4

Procurement

Expenditures: 2,181,007

FTEs 30.6

Revenues: 3,000

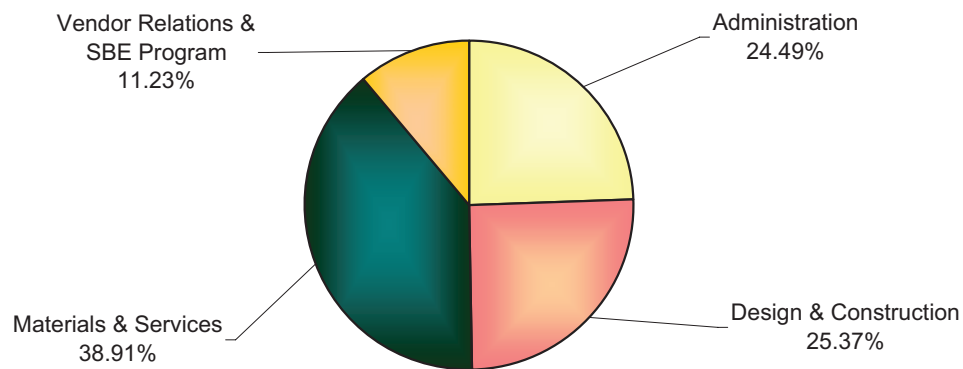
Function Statement:

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 Small Business Enterprise (SBE) 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.

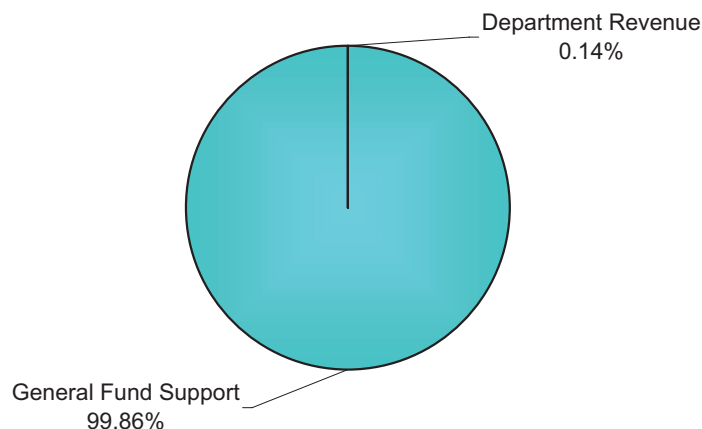
Mandates:

ARS Title 11: Counties, Title 34: Public Buildings and Improvements; Pima County Code Title 11: Procurement Code, Title 20: The Small Business Enterprise Participation Program; and Board of Supervisors Policy D29 Purchasing/Printing

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **PROCUREMENT**

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
ADMINISTRATION	525,754	508,250	534,052
DESIGN & CONSTRUCTION	537,058	525,203	553,391
MATERIALS & SERVICES	851,939	856,447	848,564
VENDOR RELATIONS & SBE PROGRAM	239,637	234,251	245,000
Total Expenditures	2,154,388	2,124,151	2,181,007
Funding by Source			
Revenues			
ADMINISTRATION	58	0	0
DESIGN & CONSTRUCTION	249	3,000	0
MATERIALS & SERVICES	1,648	0	0
VENDOR RELATIONS & SBE PROGRAM	2,216	0	3,000
Total Revenues	4,171	3,000	3,000
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	2,150,217	2,121,151	2,178,007
Total Program Funding	2,154,388	2,124,151	2,181,007
Staffing (FTEs) by Program			
ADMINISTRATION	9.0	8.0	8.0
DESIGN & CONSTRUCTION	7.0	7.0	7.0
MATERIALS & SERVICES	11.8	11.8	11.6
VENDOR RELATIONS & SBE PROGRAM	4.0	4.0	4.0
Total Staffing (FTEs)	31.8	30.8	30.6

Program Summary

Department: PROCUREMENT

Program: ADMINISTRATION

Function

Administer all functions of the department. Provide support to each function to meet the needs of the department. Conduct contracts review, provide training, ensure compliance with policies and procedures, administer PCard Program, and support County Enterprise Business System, and Vendor Registration and Messaging Portal.

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 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 County Enterprise Business System. Provide contracts training to departments. Maintain and distribute the Procurement Policy and Procedures Manual. Administer the County PCard Program and 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, County Enterprise Business System, 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 Countywide training and assistance with purchasing policies and procedures
- Ensure compliance with PCard policy
 - . Review online PCard transactions within 24 hours of posting
 - . Review PCard transaction documentation for compliance to policy within 5 days of receipt
- Generate General Fund revenue through PCard rebate

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Training sessions provided	73	76	75
Policies/procedures updated/improved	n/a	n/a	6
Percent of online PCard transactions reviewed within 24 hours of posting	n/a	100%	100%
Percent of online PCard transactions reviewed for compliance to policy within 5 days of receipt of documentation	n/a	100%	100%
PCard rebate generated	\$75,351	\$69,500	\$70,750

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	501,147	486,065	519,732
SUPPLIES AND SERVICES	15,293	14,685	14,320
CAPITAL OUTLAY	9,314	7,500	0
Total Program Expenditures	525,754	508,250	534,052

Program Funding by Source

Revenues

MISCELLANEOUS	58	0	0
Operating Revenue Sub-Total	58	0	0

Program Summary

Department: PROCUREMENT

Program: ADMINISTRATION

Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	525,696	508,250	534,052
Total Program Funding	<u>525,754</u>	<u>508,250</u>	<u>534,052</u>

Program Staffing (FTEs)	9.0	8.0	8.0

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, Development Services, Natural Resources, Parks and Recreation, and the Regional Flood Control District. 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 consistency 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.

Program Goals and Objectives

- Maintain service to client departments
- . Limit the number of requisitions greater than 90 days old at an average of no more than 1 per week
- Update policies/procedures as necessary

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Average requisitions more than 90 days old per week	2	1	1
Policies/procedures updated/improved	1	1	5

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	526,006	509,806	539,863
SUPPLIES AND SERVICES	11,052	15,397	13,528
Total Program Expenditures	537,058	525,203	553,391

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	249	3,000	0
Operating Revenue Sub-Total	249	3,000	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	536,809	522,203	553,391
Total Program Funding	537,058	525,203	553,391

Program Staffing (FTEs)	7.0	7.0	7.0

Program Summary

Department: PROCUREMENT

Program: MATERIALS & SERVICES

Function

Provide tactical and strategic guidance to all County departments regarding centralized procurement and decentralized 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. Provide to all County departments formal training, guidance, and support regarding their procurement related responsibilities. Develop specifications which significantly impact costs and supplier performance and comply 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

- Maintain service to client departments
 - . Limit the number of requisitions greater than 90 days old at an average of no more than 2 per week
- Continue to receive the Outstanding Agency Accreditation Achievement Award from the National Institute of Governmental Purchasing
- Continue to receive the Achievement of Excellence in Procurement Award from the National Purchasing Institute
- Update policies/procedures as necessary

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Average requisitions more than 90 days old per week	1.5	1.5	2.0
Outstanding Agency Accreditation Achievement Award received	yes	yes	yes
Achievement of Excellence in Procurement Award received	yes	yes	yes
Policies/procedures updated/improved	n/a	n/a	3

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	823,676	829,369	831,128
SUPPLIES AND SERVICES	20,002	19,578	17,436
CAPITAL OUTLAY	8,261	7,500	0
Total Program Expenditures	851,939	856,447	848,564

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	1,648	0	0
Operating Revenue Sub-Total	1,648	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	850,291	856,447	848,564
Total Program Funding	851,939	856,447	848,564

Program Staffing (FTEs)	11.8	11.8	11.6

Program Summary

Department: PROCUREMENT

Program: VENDOR RELATIONS & SBE PROGRAM

Function

Manage Pima County Vendor Relations, Small Business Enterprise (SBE), 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 SBE compliance in design and construction projects and in the procurement of goods and services. Monitor expenses and procurement opportunities offered in County SBE efforts.

Description of Services

SBE Program: Provide SBEs 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 SBE participation. Set individual project goals. Attend pre-bid and pre-construction meetings to facilitate SBE utilization and reporting on eligible projects. Evaluate SBE participation in professional service and architectural and engineering (A & E) contract proposals and assign points in the evaluation process. Maintain a list of certified SBE businesses. Assist SBE vendors in certification efforts with the city of Tucson. 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, SBE and Disadvantaged Business Enterprise (DBE) Compliance: Review all County projects with SBE/DBE participation goals, and track prime contractor performance, payments, and program compliance as outlined in Ordinance 1997-44. Monitor payment and SBE 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

- Maintain SBE local vendors in database
- Maintain SBE vendor training programs provided
- Review projects for SBE/DBE goals
- Review projects for SBE/DBE compliance
- Maintain certified SBE vendors
- Review Living Wage contracts
- Continue on-site Living Wage compliance visits
- Increase County vendors in database
- Update policies/procedures as necessary

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Minority-owned SBE vendors in database	58	60	60
Woman-owned SBE vendors in database	52	60	60
Non-MWBE SBE vendors in database	56	60	60
SBE vendor training programs provided	12	10	10
Projects reviewed for SBE/DBE goals	59	60	60
Projects reviewed for SBE/DBE compliance	56	60	60
Pima County sponsored SBE outreach activities	7	7	7
Certified SBE vendors	166	180	180
Living Wage contracts reviewed	29	29	29
On-site Living Wage compliance visits	16	16	16
County vendors in database	6,495	6,800	7,000
Policies/Procedures updated/improved	n/a	n/a	2

Program Summary

Department: PROCUREMENT

Program: VENDOR RELATIONS & SBE PROGRAM

	Actual FY2009/2010	Adopted FY2010/2011	Adopted FY2011/2012
Program Expenditures by Object			
PERSONAL SERVICES	230,677	224,276	235,921
SUPPLIES AND SERVICES	8,960	9,975	9,079
Total Program Expenditures	239,637	234,251	245,000
Program Funding by Source			
Revenues			
MISCELLANEOUS	2,216	0	3,000
Operating Revenue Sub-Total	2,216	0	3,000
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	237,421	234,251	242,000
Total Program Funding	239,637	234,251	245,000
Program Staffing (FTEs)	4.0	4.0	4.0

Recorder

Expenditures: 4,223,311

FTEs 45.0

Revenues: 3,328,960

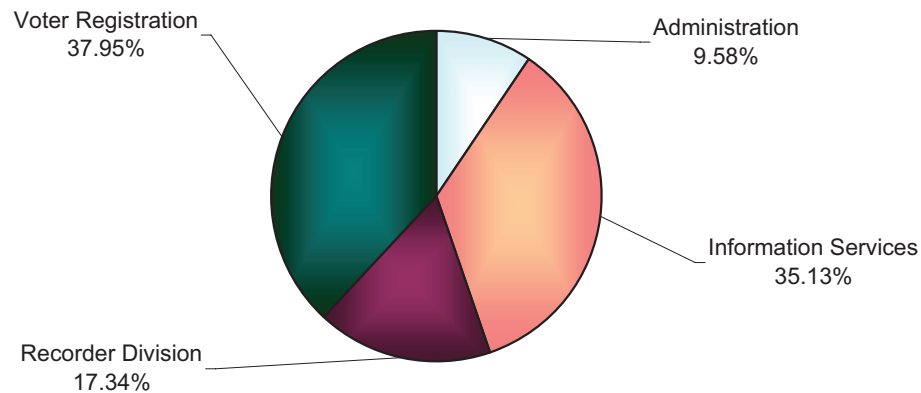
Function Statement:

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.

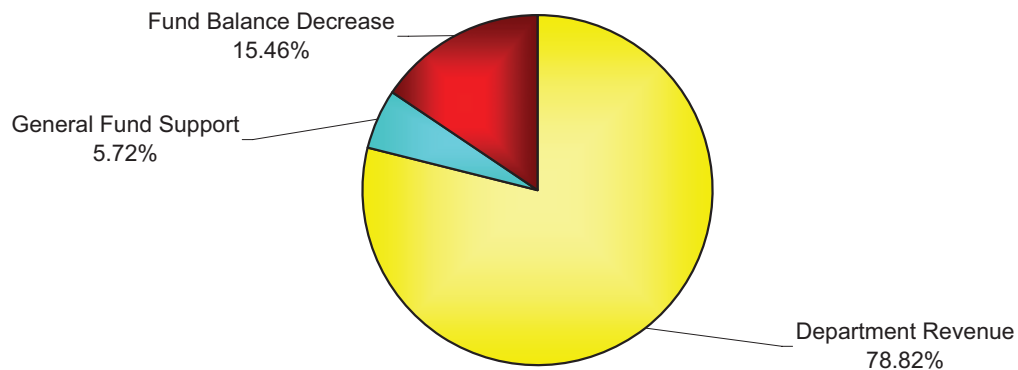
Mandates:

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**

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
ADMINISTRATION	348,835	409,655	404,459
INFORMATION SERVICES	1,005,899	1,315,285	1,483,601
RECORDER DIVISION	666,151	724,603	732,153
VOTER REGISTRATION	1,562,300	2,263,428	1,603,098
Total Expenditures	3,583,185	4,712,971	4,223,311
Funding by Source			
Revenues			
INFORMATION SERVICES	890,225	896,600	838,000
RECORDER DIVISION	1,966,560	1,952,575	1,986,100
VOTER REGISTRATION	1,273,634	291,150	504,860
Total Revenues	4,130,419	3,140,325	3,328,960
Net Operating Transfers In/(Out)	(150,000)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	263,281	421,325	652,641
General Fund Support	(660,515)	1,151,321	241,710
Total Program Funding	3,583,185	4,712,971	4,223,311
Staffing (FTEs) by Program			
ADMINISTRATION	4.0	4.0	4.0
INFORMATION SERVICES	10.5	10.5	10.0
RECORDER DIVISION	17.0	16.8	17.0
VOTER REGISTRATION	18.8	30.5	14.0
Total Staffing (FTEs)	50.3	61.8	45.0

Program Summary

Department: RECORDER

Program: ADMINISTRATION

Function

Provide management oversight, budget, and personnel services to all programs in the Pima County Recorder's office.

Description of Services

Ensure compliance with statutory mandates. Set the policies for the department and implement those policies. Hire, supervise, monitor, and evaluate personnel. Plan the activities of the department. Budget and monitor the use of public funds. Purchase adequate resources, equipment, and supplies for the department.

Program Goals and Objectives

- Ensure statutory mandates, in both the Voter Registration and Document Recording divisions of the department, are met at all times
- Ensure public funds allocated are expended in compliance with County policy and state law
- Procure adequate equipment, supplies, and resources to enable the employees of the department to perform their functions

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
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%
All supplies and materials purchased so that there is no downtime due to a shortage	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	344,802	402,205	396,659
SUPPLIES AND SERVICES	4,033	7,450	7,800
Total Program Expenditures	348,835	409,655	404,459

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	348,835	409,655	404,459
Total Program Funding	348,835	409,655	404,459

Program Staffing (FTEs)	4.0	4.0	4.0

Program Summary

Department: RECORDER

Program: INFORMATION SERVICES

Function

Modernize and keep the document storage and retrieval systems current with technology. Maintain optimum uptime on the online system and the voter registration system.

Description of Services

Update and maintain the 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. Modify existing recording system to upgrade programming language and database system to allow for digitization of all documents recorded in Pima County. Provide for system security including off site backup of all data and prevention of unauthorized access to records and confidential information.

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
- Complete modification of database and computer programming language modernization project to allow for full electronic retrieval of all documents recorded in Pima County by 2012

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Computer system uptime	99%	100%	100%
Voter registration program modified as required by statute or jurisdiction prior to next election	100%	100%	100%
Computer programs upgraded within 1 year after release of new version	90%	95%	100%
Computer system maintained and upgraded for most efficient operations possible	85%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	620,321	683,160	700,151
SUPPLIES AND SERVICES	342,194	527,125	621,450
CAPITAL OUTLAY	43,384	105,000	162,000
Total Program Expenditures	1,005,899	1,315,285	1,483,601

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	858,228	855,250	832,500
INTEREST	31,997	41,350	5,500
Special Programs Revenue Sub-Total	890,225	896,600	838,000
Net Operating Transfers In/(Out)	(150,000)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	265,674	418,685	645,601
General Fund Support	0	0	0
Total Program Funding	1,005,899	1,315,285	1,483,601

Program Staffing (FTEs)	10.5	10.5	10.0

Program Summary

Department: RECORDER

Program: RECORDER DIVISION

Function

Provide quality service to the public by ensuring prompt and efficient recording and filing of documents presented for public record and expeditious retrieval and reproduction of documents in accordance with statutory requirements.

Description of Services

Receive, record, index, maintain, and permanently preserve all instruments presented for recording as a public document as mandated by ARS Title 11. Maintain a public access area for all recorded documents to allow convenient public inspection of all documents.

Program Goals and Objectives

- Enter all information for recording each document with attention to accuracy, then check each entry by another operator, perform a third check, electronically image, and return through the mail room
- Record all documents presented on the day of receipt (statutory requirement) with the second checking completed no later than the next business day after receipt
- Complete cashiering close out daily with no overage/shortage
- Process all documents completely through the mailroom and return within 5 work days
- Assist members of public visiting public access area within an average of 5 minutes

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Documents recorded day of receipt	100%	100%	100%
Documents reviewed for accuracy (2nd check)	100%	100%	100%
Accuracy rate for recorded documents	99%	100%	100%
Pages microfilmed and digitized	100%	100%	100%
Documents returned by mail/private courier	100%	100%	100%
Days to process document and return to originator	5	5	5
Customers served within 5 minutes	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	564,403	567,553	582,097
SUPPLIES AND SERVICES	101,748	157,050	150,056
Total Program Expenditures	666,151	724,603	732,153

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	1,787,187	1,770,250	1,810,500
MISCELLANEOUS	179,373	182,325	175,600
Operating Revenue Sub-Total	1,966,560	1,952,575	1,986,100
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	(1,300,409)	(1,227,972)	(1,253,947)
Total Program Funding	666,151	724,603	732,153

Program Staffing (FTEs)	17.0	16.8	17.0

Program Summary

Department: RECORDER

Program: VOTER REGISTRATION

Function

Provide quality service to the public by promptly registering or making changes to voter files and maintaining voter files in an orderly and efficient manner. Conduct early voting in an orderly and efficient manner while providing quality service. Verify 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
- 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)
- Accurately issue early ballots by U.S. Mail and at remote voting sites
- Issue early ballots and receive voted ballots, validate each, and turn over to Pima County Elections Division for tabulation within mandated time allowed (ARS Title 16)

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Voter registration affidavits processed	100%	100%	100%
Ballots issued, mailed, and validated within statutory requirements	100%	100%	100%
Political parties satisfied with service	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	713,948	1,001,414	541,063
SUPPLIES AND SERVICES	848,352	1,262,014	1,062,035
Total Program Expenditures	1,562,300	2,263,428	1,603,098

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	564,619	0	0
CHARGES FOR SERVICES	706,622	103,790	319,900
Operating Revenue Sub-Total	1,271,241	103,790	319,900
INTERGOVERNMENTAL	0	184,360	184,360
INTEREST	2,393	3,000	600
Special Programs Revenue Sub-Total	2,393	187,360	184,960
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(2,393)	2,640	7,040
General Fund Support	291,059	1,969,638	1,091,198
Total Program Funding	1,562,300	2,263,428	1,603,098

Program Staffing (FTEs)	18.8	30.5	14.0

Treasurer

Expenditures: 2,961,358

FTEs 38.5

Revenues: 97,650

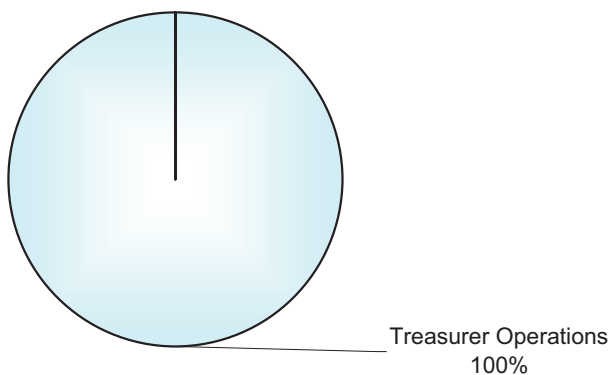
Function Statement:

Serve as Treasurer for Pima County and its political subdivisions. Act as custodian of public funds and ex officio tax collector. Duties include custody, collection, disbursement, and investment of public funds and the collection and distribution of property taxes.

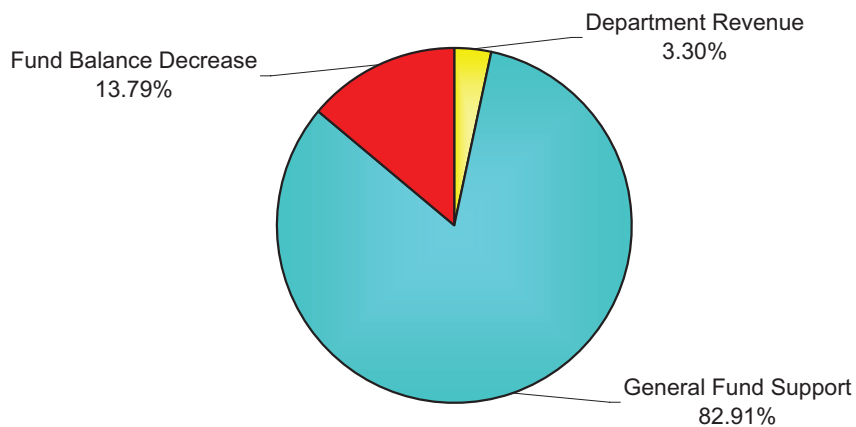
Mandates:

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**

	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Expenditures by Program			
TREASURER OPERATIONS	2,059,685	3,055,238	2,961,358
Total Expenditures	2,059,685	3,055,238	2,961,358
Funding by Source			
Revenues			
TREASURER OPERATIONS	107,709	107,650	97,650
Total Revenues	107,709	107,650	97,650
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(66,274)	504,047	408,316
General Fund Support	2,018,250	2,443,541	2,455,392
Total Program Funding	2,059,685	3,055,238	2,961,358
Staffing (FTEs) by Program			
TREASURER OPERATIONS	40.0	38.6	38.5
Total Staffing (FTEs)	40.0	38.6	38.5

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

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Days not compliant with 3 day tax payment processing	10	8	8
Months meeting or exceeding investment benchmarks	12	12	12
Percent completed of tax collection system	60%	70%	95%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,712,456	1,990,960	2,001,289
SUPPLIES AND SERVICES	321,112	781,253	706,579
CAPITAL OUTLAY	26,117	283,025	253,490
Total Program Expenditures	2,059,685	3,055,238	2,961,358

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	25	150	150
Operating Revenue Sub-Total	25	150	150
CHARGES FOR SERVICES	58,570	50,000	50,000
INTEREST	7,077	7,500	2,500
MISCELLANEOUS	42,037	50,000	45,000
Special Programs Revenue Sub-Total	107,684	107,500	97,500
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(66,274)	504,047	408,316
General Fund Support	2,018,250	2,443,541	2,455,392
Total Program Funding	2,059,685	3,055,238	2,961,358

Program Staffing (FTEs)	40.0	38.6	38.5

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SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Expenditures
<u>COMMUNITY & ECONOMIC DEVELOPMENT</u>			
<u>COMMUNITY & ECONOMIC DEVELOPMENT ADMIN</u>			
ADMINISTRATION	528,265		528,265
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	528,265		528,265
<u>COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV</u>			
ADMINISTRATION	353,860		353,860
COMMUNITY SERVICES	182,000		182,000
EMERGENCY FOOD & CLOTHING	555,000		555,000
GENERAL SERVICES	1,348,410		1,348,410
HOUSING	310,328	13,520,506	13,830,834
NEIGHBORHOOD REINVESTMENT	414,413	286,760	701,173
RURAL DEVELOPMENT		3,939,690	3,939,690
SENIOR SUPPORT	244,000		244,000
SUPPORT SERVICES, SHELTER & DOMESTIC VIOLENCE	639,500		639,500
YOUTH, YOUNG ADULT & FAMILY SUPPORT	645,000		645,000
TOTAL COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	4,692,511	17,746,956	22,439,467
<u>COMMUNITY SVCS, EMPLOYMENT & TRAINING</u>			
CAA/EMERGENCY SERVICES NETWORK	184,288	4,071,042	4,255,330
ONE STOP	4,651,245	14,048,416	18,699,661
VOCATIONAL AND ACADEMIC INSTRUCTION	210,453	1,065,658	1,276,111
VOCATIONAL/REMEDIAL EDUCATION	623,088		623,088
TOTAL COMMUNITY SVCS, EMPLOYMENT & TRAINING	5,669,074	19,185,116	24,854,190
<u>COUNTY FREE LIBRARY</u>			
ADMINISTRATION		2,878,582	2,878,582
PUBLIC SERVICES		20,716,323	20,716,323
SUPPORT SERVICES		8,617,691	8,617,691
TOTAL COUNTY FREE LIBRARY		32,212,596	32,212,596
<u>ECONOMIC DEVELOPMENT & TOURISM</u>			
ECONOMIC DEVELOPMENT & TOURISM		1,473,706	1,473,706
TOTAL ECONOMIC DEVELOPMENT & TOURISM		1,473,706	1,473,706
<u>KINO SPORTS COMPLEX</u>			
LANDSCAPE MANAGEMENT	287,376		287,376
RECREATION	1,229,789		1,229,789
TOTAL KINO SPORTS COMPLEX	1,517,165		1,517,165
<u>SCHOOL SUPERINTENDENT</u>			
ACCOUNTING	425,791		425,791
ADMINISTRATION	598,754		598,754
EDUCATIONAL SERVICES	514,861		514,861
PIMA ACCOMMODATION DISTRICT		1,191,500	1,191,500
PIMA SPECIAL PROGRAMS		2,451,500	2,451,500
TOTAL SCHOOL SUPERINTENDENT	1,539,406	3,643,000	5,182,406
<u>STADIUM DISTRICT</u>			
ADMINISTRATION		1,382,417	1,382,417
BUILDINGS/FACILITIES		711,764	711,764
EVENTS		360,025	360,025
GROUPS MAINTENANCE		1,610,967	1,610,967
KINO ECOSYSTEM RESTORATION PROJECT		217,767	217,767
TOTAL STADIUM DISTRICT		4,282,940	4,282,940
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	13,946,421	78,544,314	92,490,735

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Revenues
<u>COMMUNITY & ECONOMIC DEVELOPMENT</u>			
<u>COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV</u>			
GENERAL SERVICES	104,840		104,840
HOUSING		13,520,506	13,520,506
NEIGHBORHOOD REINVESTMENT		2,000	2,000
RURAL DEVELOPMENT		3,939,690	3,939,690
TOTAL COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	104,840	17,462,196	17,567,036
<u>COMMUNITY SVCS. EMPLOYMENT & TRAINING</u>			
CAA/EMERGENCY SERVICES NETWORK		4,071,042	4,071,042
ONE STOP		13,769,348	13,769,348
VOCATIONAL AND ACADEMIC INSTRUCTION		1,065,658	1,065,658
TOTAL COMMUNITY SVCS, EMPLOYMENT & TRAINING		18,906,048	18,906,048
<u>COUNTY FREE LIBRARY</u>			
ADMINISTRATION		29,094,489	29,094,489
PUBLIC SERVICES		1,356,000	1,356,000
TOTAL COUNTY FREE LIBRARY		30,450,489	30,450,489
<u>ECONOMIC DEVELOPMENT & TOURISM</u>			
ECONOMIC DEVELOPMENT & TOURISM		1,132,734	1,132,734
TOTAL ECONOMIC DEVELOPMENT & TOURISM		1,132,734	1,132,734
<u>KINO SPORTS COMPLEX</u>			
LANDSCAPE MANAGEMENT	20,000		20,000
RECREATION	112,250		112,250
TOTAL KINO SPORTS COMPLEX	132,250		132,250
<u>SCHOOL SUPERINTENDENT</u>			
ADMINISTRATION	225,500		225,500
EDUCATIONAL SERVICES	74,749		74,749
PIMA ACCOMMODATION DISTRICT		1,191,500	1,191,500
PIMA SPECIAL PROGRAMS		2,451,500	2,451,500
TOTAL SCHOOL SUPERINTENDENT	300,249	3,643,000	3,943,249
<u>STADIUM DISTRICT</u>			
ADMINISTRATION		1,508,700	1,508,700
EVENTS		419,500	419,500
TOTAL STADIUM DISTRICT		1,928,200	1,928,200
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	537,339	73,522,667	74,060,006

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
<u>COMMUNITY & ECONOMIC DEVELOPMENT</u>	
<u>COMMUNITY & ECONOMIC DEVELOPMENT ADMIN</u>	
ADMINISTRATION	4.0
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	4.0
<u>COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV</u>	
ADMINISTRATION	4.2
GENERAL SERVICES	1.7
HOUSING	14.2
NEIGHBORHOOD REINVESTMENT	6.3
RURAL DEVELOPMENT	6.2
TOTAL COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	32.6
<u>COMMUNITY SVCS, EMPLOYMENT & TRAINING</u>	
CAA/EMERGENCY SERVICES NETWORK	10.0
ONE STOP	105.1
VOCATIONAL AND ACADEMIC INSTRUCTION	18.0
VOCATIONAL/REMEDIAL EDUCATION	8.0
TOTAL COMMUNITY SVCS, EMPLOYMENT & TRAINING	141.1
<u>COUNTY FREE LIBRARY</u>	
ADMINISTRATION	5.2
PUBLIC SERVICES	356.9
SUPPORT SERVICES	26.0
TOTAL COUNTY FREE LIBRARY	388.1
<u>ECONOMIC DEVELOPMENT & TOURISM</u>	
ECONOMIC DEVELOPMENT & TOURISM	3.0
TOTAL ECONOMIC DEVELOPMENT & TOURISM	3.0
<u>KINO SPORTS COMPLEX</u>	
LANDSCAPE MANAGEMENT	4.4
RECREATION	11.4
TOTAL KINO SPORTS COMPLEX	15.8
<u>SCHOOL SUPERINTENDENT</u>	
ACCOUNTING	6.0
ADMINISTRATION	5.0
EDUCATIONAL SERVICES	3.0
TOTAL SCHOOL SUPERINTENDENT	14.0
<u>STADIUM DISTRICT</u>	
ADMINISTRATION	6.9
BUILDINGS/FACILITIES	1.0
EVENTS	2.4
GROUNDS MAINTENANCE	19.7
KINO ECOSYSTEM RESTORATION PROJECT	3.1
TOTAL STADIUM DISTRICT	33.1
TOTAL COMMUNITY & ECONOMIC DEVELOPMENT	631.7

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: 528,265

FTEs 4.0

Revenues: 0

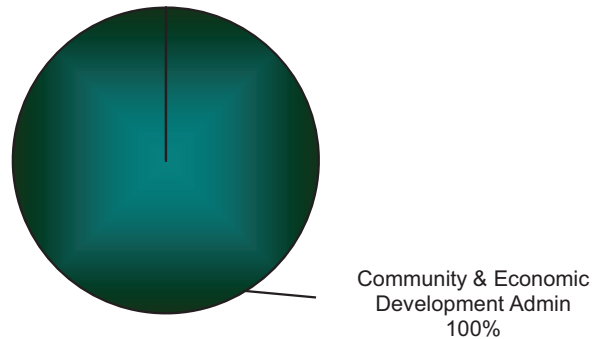
Function Statement:

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 provides support to the Community Development & Neighborhood Conservation, Community Services-Employment & Training, Economic Development & Tourism, Kino Sports Complex departments, and the Pima County Public Library and Stadium Districts.

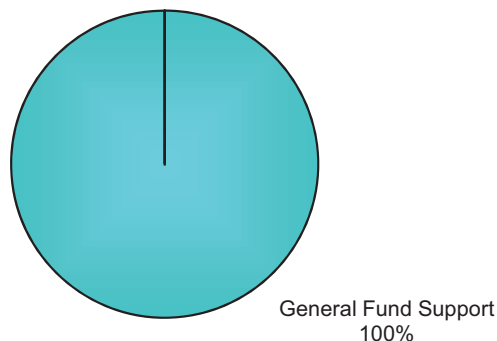
Mandates:

None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: COMMUNITY & ECONOMIC DEVELOPMENT ADMIN

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
ADMINISTRATION	514,622	530,760	528,265
Total Expenditures	514,622	530,760	528,265
Funding by Source			
Revenues			
ADMINISTRATION	40	0	0
Total Revenues	40	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	514,582	530,760	528,265
Total Program Funding	514,622	530,760	528,265
Staffing (FTEs) by Program			
ADMINISTRATION	6.6	4.0	4.0
Total Staffing (FTEs)	6.6	4.0	4.0

Program Summary

Department: COMMUNITY & ECONOMIC DEVELOPMENT ADMIN

Program: ADMINISTRATION

Function

Provide administrative direction and support services to six departments whose mission is to enhance the economic and cultural well being of all constituents in Pima County, including improving the status of economically disadvantaged constituents.

Description of Services

Provide policy direction and administrative oversight and support for six departments which offer the following services: public library; neighborhood, community, and economic development; low income housing, emergency rent, and utility assistance; sports recreation; academic and vocational education; leased property contract administration and marketing.

Program Goals and Objectives

- Increase department operating efficiencies
- Continue Employee Combined Appeal Program (ECAP) funding
- Maintain annual service goals in each department/program for the next five years

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Continue to review procedures to increase efficiency	yes	yes	yes
ECAP contributions continued	yes	yes	yes
Maintain department service goals as established	yes	yes	yes

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	383,669	332,632	322,844
SUPPLIES AND SERVICES	130,953	194,528	201,821
CAPITAL OUTLAY	0	3,600	3,600
Total Program Expenditures	514,622	530,760	528,265

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	40	0	0
Operating Revenue Sub-Total	40	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	514,582	530,760	528,265
Total Program Funding	514,622	530,760	528,265

Program Staffing (FTEs)	6.6	4.0	4.0

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Community Development & Neighborhood Conservation

Expenditures: 22,439,467

FTEs 32.6

Revenues: 17,567,036

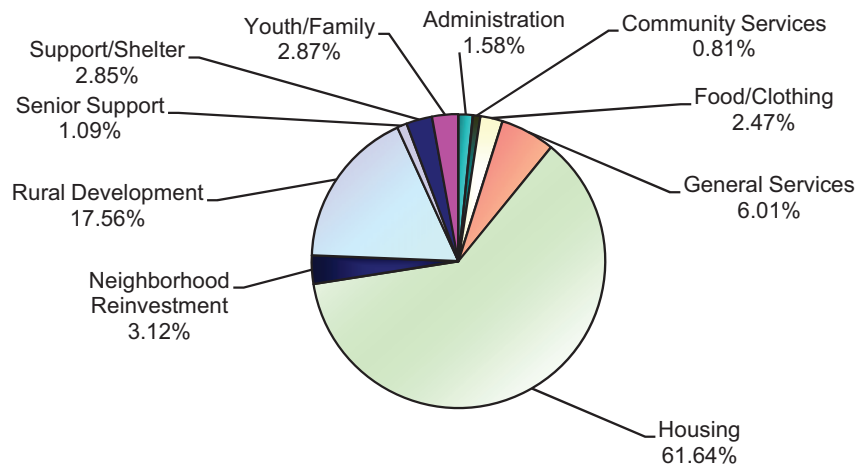
Function Statement:

Enhance the economic welfare of inhabitants of Pima County by: promoting an improved human service delivery system; 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 services development in low and moderate income communities.

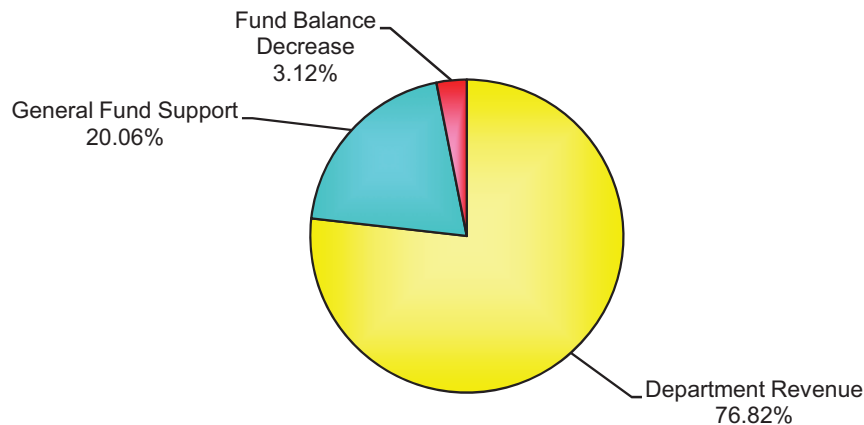
Mandates:

None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV**

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
ADMINISTRATION	270,873	349,278	353,860
COMMUNITY SERVICES	134,475	145,000	182,000
EMERGENCY FOOD & CLOTHING	488,480	555,000	555,000
GENERAL SERVICES	1,591,014	1,370,498	1,348,410
HOUSING	2,881,498	17,880,390	13,830,834
NEIGHBORHOOD REINVESTMENT	404,625	1,147,012	701,173
RURAL DEVELOPMENT	2,516,428	4,547,183	3,939,690
SENIOR SUPPORT	237,313	244,000	244,000
SUPPORT SERVICES, SHELTER & DOMESTIC VIOI	632,731	664,000	639,500
YOUTH, YOUNG ADULT & FAMILY SUPPORT	748,734	692,000	645,000
Total Expenditures	9,906,171	27,594,361	22,439,467

Funding by Source

Revenues

GENERAL SERVICES	105,061	104,840	104,840
HOUSING	2,467,080	17,592,038	13,520,506
NEIGHBORHOOD REINVESTMENT	22,298	10,000	2,000
RURAL DEVELOPMENT	2,576,977	4,547,183	3,939,690
Total Revenues	5,171,416	22,254,061	17,567,036
Net Operating Transfers In/(Out)	(428,818)	(429,630)	(429,630)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	487,591	1,135,820	714,390
General Fund Support	4,675,982	4,634,110	4,587,671
Total Program Funding	9,906,171	27,594,361	22,439,467

Staffing (FTEs) by Program

ADMINISTRATION	2.1	2.6	4.2
GENERAL SERVICES	2.3	1.5	1.7
HOUSING	5.7	14.5	14.2
NEIGHBORHOOD REINVESTMENT	6.3	6.4	6.3
RURAL DEVELOPMENT	9.2	5.4	6.2
Total Staffing (FTEs)	25.6	30.4	32.6

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV

Program: ADMINISTRATION

Function

Provide administrative oversight including General Fund, bond fund, and federal and state grants. Serve as departmental liaison to several local and regional committees to establish policies and develop planned delivery of regional services.

Description of Services

Provide administrative oversight and ensure contract compliance and fiscal accountability for all aspects of the department including grants administration and general fund programs. Responsible for personnel, budget, programmatic reporting requirements and ensuring organizational capacity to fulfill obligations and responsibilities of the department and to provide support to County efforts and initiatives. Direct management staff to efficiently and effectively utilize resources in order to achieve the greatest community benefit. Prepare regular reports to the County Administrator and the Board of Supervisors. Responsible for the appropriate staffing of County appointed Commissions and Committees which directly relate to the department.

Program Goals and Objectives

- Increase public information, knowledge and access to programs and services funded through the department
- Develop policies to enhance citizen participation; increase transparency and accountability
- Provide leadership within the local community and regional area in both planning and capacity development with non-profits, businesses, and governmental entities to respond to current needs
- Maximize department resources through appropriate collaborations with County departments; develop new strategies and seek out opportunities and resources with other jurisdictions and community partners at the local, regional, and state level

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Public educational and information strategies developed and implemented to promote awareness of community resources	3	3	3
Reports developed to provide transparency and demonstrate community benefit achieved with programs and services	4	4	4
Leadership provided on committees which evaluate impact and strategize regarding impact of national and local policies on County funding and programs	3	3	2
Capacity building training sessions provided to community organizations	4	2	3
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	209,477	234,674	229,900
SUPPLIES AND SERVICES	60,129	114,604	117,960
CAPITAL OUTLAY	1,267	0	6,000
Total Program Expenditures	270,873	349,278	353,860
Program Funding by Source			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	270,873	349,278	353,860
Total Program Funding	270,873	349,278	353,860
Program Staffing (FTEs)	2.1	2.6	4.2

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV

Program: COMMUNITY 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 community related services to identified groups.

Description of Services

Work with community agencies to identify program gaps. Provide support to a Board of Supervisors appointed citizens committee to develop and implement a community planning process. Administer contracts which meet priority community needs and deliver specific services. Assure accountability for program funds through effective monitoring, technical assistance, and reporting.

Program Goals and Objectives

- Deliver essential community services in low income and rural areas
- Provide funding to programs that are starting up essential programs or maintaining essential services
- Provide services to vulnerable populations

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Community support grants provided	7	7	7
Clients served	18,528	24,665	25,000
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
SUPPLIES AND SERVICES	134,475	145,000	182,000
Total Program Expenditures	134,475	145,000	182,000
Program Funding by Source			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	134,475	145,000	182,000
Total Program Funding	134,475	145,000	182,000
Program Staffing (FTEs)	0.0	0.0	0.0

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

Work with community agencies to identify program gaps. Provide support to a Board of Supervisors appointed citizens committee to develop and implement a community planning process. Administer contracts which meet priority community needs and deliver specific services. Assure accountability for program funds through effective monitoring, technical assistance, and reporting.

Program Goals and Objectives

- Deliver essential food and clothing services which benefit Pima County residents
- Provide for the dignity and a basic quality of life of extremely poor households
- Provide services to vulnerable populations

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Emergency food and clothing grants provided	8	8	8
Clients served	33,804	23,167	23,167

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
SUPPLIES AND SERVICES	488,480	555,000	555,000
Total Program Expenditures	488,480	555,000	555,000

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	488,480	555,000	555,000
Total Program Funding	488,480	555,000	555,000

Program Staffing (FTEs)	0.0	0.0	0.0

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV

Program: GENERAL SERVICES

Function

Administer County General Funds to nonprofit agencies and other organizations that have completed an application process and were determined to be qualified to deliver important services to identified groups.

Description of Services

Work with the County Administrator's Office to determine broad-range services that are of benefit to the residents of Pima County. Provide support to a Board of Supervisors appointed citizens committee to develop and implement a community planning process. Administer contracts which meet priority needs and deliver specific services. Assure accountability for program funds through effective monitoring, technical assistance, and reporting.

Program Goals and Objectives

- Deliver identified general services which benefit Pima County residents
- Provide services to vulnerable populations

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
General service grants provided	25	24	24
Clients served	39,950	25,660	25,660

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	90,116	102,443	97,575
SUPPLIES AND SERVICES	1,498,871	1,268,055	1,250,835
CAPITAL OUTLAY	2,027	0	0
Total Program Expenditures	1,591,014	1,370,498	1,348,410

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	105,061	104,840	104,840
Operating Revenue Sub-Total	105,061	104,840	104,840
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	1,485,953	1,265,658	1,243,570
Total Program Funding	1,591,014	1,370,498	1,348,410

Program Staffing (FTEs)	2.3	1.5	1.7

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV

Program: HOUSING

Function

Provide leadership and support to Pima County residents in addressing critical needs, sustainability, stabilization, and preservation of affordable housing. Expand home ownership opportunities and provide access to affordable housing for low and middle income residents with new and existing initiatives that will ensure long term affordability of housing units.

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), Neighborhood Stabilization Program I (NSP 1), 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

- Increase home ownership opportunities for low income residents of Pima County
- Reduce substandard housing in unincorporated areas of Pima County
- Preserve, rehabilitate, and develop affordable rentals and owner occupied homes to meet green sustainability standards
- Maintain effective partnerships and collaborations with the private and nonprofit sectors to address key issues that impede housing opportunities for residents
- Identify, access, and conduct redevelopment planning at potential Brownfields sites

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Down payment support to new home buyers	77	50	50
Acquisition/rehab/replacement of substandard homes	0	17	6
Number of rental units and owner occupied homes meeting green sustainability standards	0	186	134
Community and partnership meetings/training	60	30	70
Environmental remediation sites identified/assessed	0	10	10

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	603,863	1,106,871	933,224
SUPPLIES AND SERVICES	2,255,613	16,020,408	12,895,210
CAPITAL OUTLAY	22,022	753,111	2,400
Total Program Expenditures	2,881,498	17,880,390	13,830,834

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTEREST	121	200	0
MISCELLANEOUS	2,925	1,000,000	100,000
Special Programs Revenue Sub-Total	3,046	1,000,200	100,000
INTERGOVERNMENTAL	2,385,421	16,491,934	13,361,406
MISCELLANEOUS	78,613	99,904	59,100
Grant Revenue Sub-Total	2,464,034	16,591,838	13,420,506
Net Operating Transfers In/(Out)	450	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	141,170	(200)	0
General Fund Support	272,798	288,552	310,328
Total Program Funding	2,881,498	17,880,390	13,830,834

Program Staffing (FTEs)	5.7	14.5	14.2

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV

Program: NEIGHBORHOOD REINVESTMENT

Function

Provide stability and revitalize stressed communities pursuant to 1997 and 2004 Neighborhood Reinvestment Bond Ordinances. Promote the funding of small capital improvement projects selected through a community consensus process. Develop community leaders, identify emerging needs, and strengthen community decision making.

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

- Empower neighborhood groups and residents to accomplish community goals through outreach programs
- Target stressed communities which do not have active neighborhood associations to help achieve neighborhood project goals
- Assist community leaders in development of functional neighborhood project proposals
- Work with new neighborhood groups to evaluate community goals and strategies

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Community outreach events held	36	30	30
Projects approved/funded	10	5	2
Projects completed	14	10	8
Proposals developed	11	4	2
Evaluations completed	14	10	8

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	379,691	378,983	377,193
SUPPLIES AND SERVICES	21,640	768,029	323,980
CAPITAL OUTLAY	3,294	0	0
Total Program Expenditures	404,625	1,147,012	701,173

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTEREST	22,298	10,000	2,000
Special Programs Revenue Sub-Total	22,298	10,000	2,000
Net Operating Transfers In/(Out)	(429,630)	(429,630)	(429,630)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	407,332	1,136,020	714,390
General Fund Support	404,625	430,622	414,413
Total Program Funding	404,625	1,147,012	701,173

Program Staffing (FTEs)	6.3	6.4	6.3

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV

Program: RURAL DEVELOPMENT

Function

Promote development of infrastructure and neighborhood facilities; improve critical service delivery to youth, seniors, and those in need; and promote cultural and recreational services in low and moderate income communities, including neighborhoods within South Tucson, Marana, and unincorporated Pima County.

Description of Services

Provide grants to local governments and nonprofit community based agencies for neighborhood revitalization and infrastructure improvements in low and moderate income communities outside the city of Tucson. Provide grants to local governments and nonprofit community agencies to increase or improve services, or to add specified new services, especially in economically disadvantaged and rural communities. Supply technical assistance and grants to local governments and nonprofit community agencies for community development planning and resource development. Determine contract compliance and ability to meet funding objectives. Provide housing rehabilitation services in low income communities outside the city of Tucson.

Program Goals and Objectives

- Provide community facilities in low income rural areas
- Provide infrastructure improvements in low income rural areas
- Rehabilitate houses for eligible elderly/disabled/low income clients
- Promote economic development initiatives in low income rural areas

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Public facilities improved	7	14	10
Infrastructure projects funded	8	8	8
Houses rehabilitated	344	300	300
Public services provided	16	18	7
Economic development initiatives funded	n/a	1	1

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	361,208	376,277	456,883
SUPPLIES AND SERVICES	2,109,624	4,165,905	3,477,807
CAPITAL OUTLAY	45,596	5,001	5,000
Total Program Expenditures	2,516,428	4,547,183	3,939,690

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	2,573,163	4,547,183	3,939,690
MISCELLANEOUS	3,814	0	0
Grant Revenue Sub-Total	2,576,977	4,547,183	3,939,690
Net Operating Transfers In/(Out)	362	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(60,911)	0	0
General Fund Support	0	0	0
Total Program Funding	2,516,428	4,547,183	3,939,690

Program Staffing (FTEs)	9.2	5.4	6.2

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

Work with community agencies to identify program gaps. Provide support to a Board of Supervisors appointed citizens committee to develop and implement a community planning process. Administer senior contracts which meet priority needs and deliver specific services. Assure accountability for program funds through effective monitoring, technical assistance, and reporting.

Program Goals and Objectives

- Deliver essential senior services in low income and rural areas
- Promote healthy lifestyles, dignity, and independence for seniors
- Provide services to vulnerable populations

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Senior service grants provided	12	10	10
Clients served	1,742	1,280	1,300

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
SUPPLIES AND SERVICES	237,313	244,000	244,000
Total Program Expenditures	237,313	244,000	244,000

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	237,313	244,000	244,000
Total Program Funding	237,313	244,000	244,000

Program Staffing (FTEs)	0.0	0.0	0.0

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV

Program: SUPPORT SERVICES, SHELTER & DOMESTIC VIOLENCE

Function

Administer County General Funds to nonprofit agencies that have successfully completed a community review process and were determined to be qualified to deliver essential shelter, support, and domestic violence services to identified groups.

Description of Services

Work with community agencies to identify program gaps. Provide support to a Board of Supervisors appointed citizens committee to develop and implement a community planning process. Administer contracts which meet priority needs and deliver specific services. Assure accountability for program funds through effective monitoring, technical assistance, and reporting.

Program Goals and Objectives

- Provide essential support through shelter and case management to vulnerable populations
- Provide services that ensure the protection and well-being of individuals at risk of physical harm or who live in unsafe conditions
- Provide service to vulnerable populations

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Shelter, support, and domestic violence grants provided	19	19	19
Clients served	9,325	12,353	12,500
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
SUPPLIES AND SERVICES	632,731	664,000	639,500
Total Program Expenditures	632,731	664,000	639,500
Program Funding by Source			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	632,731	664,000	639,500
Total Program Funding	632,731	664,000	639,500
Program Staffing (FTEs)	0.0	0.0	0.0

Program Summary

Department: COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV

Program: YOUTH, YOUNG ADULT & 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 youth and family services to identified groups.

Description of Services

Work with community agencies to identify program gaps. Provide support to a Board of Supervisors appointed citizens committee to develop and implement a community planning process. Administer contracts which meet priority community needs and deliver specific service. Assure accountability for program funds through effective monitoring, technical assistance, and reporting.

Program Goals and Objectives

- Deliver essential youth and family support services in low income and rural areas
- Promote healthy environments, education and opportunities for at risk youth and young adults
- Provide services to vulnerable populations

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Youth, young adult, and family support grants provided	35	28	28
Clients Served	12,428	11,400	11,450

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
SUPPLIES AND SERVICES	748,734	692,000	645,000
Total Program Expenditures	748,734	692,000	645,000

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	748,734	692,000	645,000
Total Program Funding	748,734	692,000	645,000

Program Staffing (FTEs)	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	\$ 2,768,662 ⁽¹⁾
Community Food Bank, Inc.	403,865
JobPath	371,473 ⁽²⁾
Tucson Regional Economic Opportunities, Inc.	350,000 ⁽²⁾
Pima Association of Governments	291,767 ⁽³⁾
Pima Council on Aging	267,076
Our Family Services, Inc.	169,500
El Rio Santa Cruz Neighborhood Health Center, for El Pueblo Health Center	166,506
Catholic Community Services of Southern Arizona, Inc. (dba Pio Decimo Center)	151,761
Emerge! Center Against Domestic Abuse	125,000
Tucson Pima Arts Council	113,236 ⁽²⁾
Southern Arizona AIDS Foundation	101,500
Tucson Urban League, Inc.	93,000
Primavera Foundation	86,500
Metropolitan Education Commission	83,878
United Way of Tucson and Southern AZ (dba PRO Neighborhoods)	81,792
Catalina Community Services	62,500
San Ignacio Yaqui Council, Inc.	62,000
University of Arizona, Board of Regents	61,111
New Beginnings for Women & Children	60,000
Administration of Resources & Choices	59,000
Southern Arizona Children's Advocacy Center	56,470
Emerging Needs	55,960
Child and Family Resources, Inc.	55,896
University of Arizona, Pima County Cooperative Extension	55,806
Interfaith Community Services (ICS)	54,000
Southern Arizona Buffelgrass Coordination Center, Inc.	48,265
Arivaca Coordinating Council/Human Resource Group, Inc.	48,000
International Sonoran Desert Alliance (ISDA)	47,000
Casa de los Ninos	45,000
Homeless Prevention Support	44,000
Tucson Clean and Beautiful, Inc.	40,896
Jewish Family and Children's Services	40,062
Tucson Botanical Garden	37,140 ⁽²⁾
Tucson Children's Museum	37,140 ⁽²⁾
Arizona Youth Partnership	37,000
TMM Family Services, Inc.	34,500
Wingspan	34,500
CODAC Behavioral Health	34,000
Volunteer Center of Southern Arizona	32,000
Southern Arizona Association for the Visually Impaired	30,000
Chicanos Por la Causa, Inc.	30,000
Southern Arizona Legal Aid, Inc. (SALA)	30,000
Tu Nidito Children and Family Services	30,000
Catholic Community Services (dba Community Outreach Program for the Deaf)	30,000
Planned Parenthood Arizona	26,654
El Tour (Perimeter Bicycling)	26,063 ⁽²⁾

**Community Development & Neighborhood Conservation
Adopted Funding for Outside Agencies**

<u>Agency</u>	<u>Funding</u>
Open Inn, Inc.	24,500
Arizona's Children Association (dba Las Familias)	24,000
Luke's in the Desert, Inc. (dba St. Luke's Home)	24,000
Arizona's Children Association (dba The Parent Connection)	22,000
Tucson Youth Collective/Fiscal Agent Old Pueblo Children's Academy	22,000
Chicanos Por La Causa, Inc. (dba Parenting Arizona)	21,500
Portable Practical Educational Preparation, Inc.	21,500
Sahuaro Girl Scout Council, Inc. (SGSC)	21,500
Ajo Chamber of Commerce	20,634 ⁽²⁾
Mobile Meals of Tucson, Inc.	20,000
Rise LLC	18,000
Non-Profit Industries	17,400
United Way of Tucson and Southern AZ	16,693
Green Valley Assistance Services, Inc.	16,500
Pima Prevention Partnership	16,500
Arizona Center for the Study of Children and Families	15,000
Family Housing Resources, Inc.	15,000
Southwest Fair Housing Council	15,000
Altar Valley School District #51 - CSAAC Community Coordinator	15,000
Community Food Bank, Inc/Caridad-de-Porres	15,000
Young Women's Christian Association of Tucson	15,000
City of Tucson - Tucson Pima Historical Commission	8,179
Total	<u><u>\$ 7,375,385</u></u>

⁽¹⁾ Contract budgeted in Non Departmental.

⁽²⁾ Contract administered by Economic Development & Tourism.

⁽³⁾ Contract budgeted in Community Development & Neighborhood Conservation, Transportation, and Regional Flood Control District departments.

Community Services, Employment & Training

Expenditures: 24,854,190

FTEs 141.1

Revenues: 18,906,048

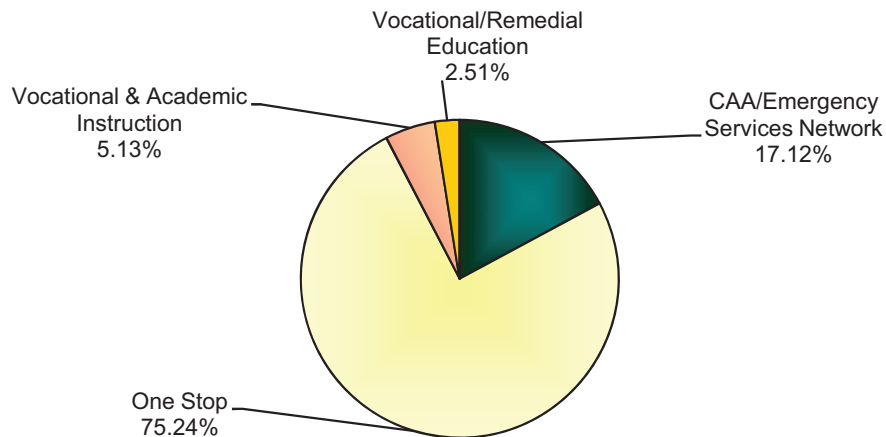
Function Statement:

Improve the economic and social sustainability of Pima County by: developing skilled workers; assisting employers to meet workforce needs; mitigating the impact of layoffs through employment services; addressing basic housing needs of low income individuals; helping youth develop into successful adults; maximizing access to public and community resources; and helping persons with barriers such as homelessness and illiteracy transition into society.

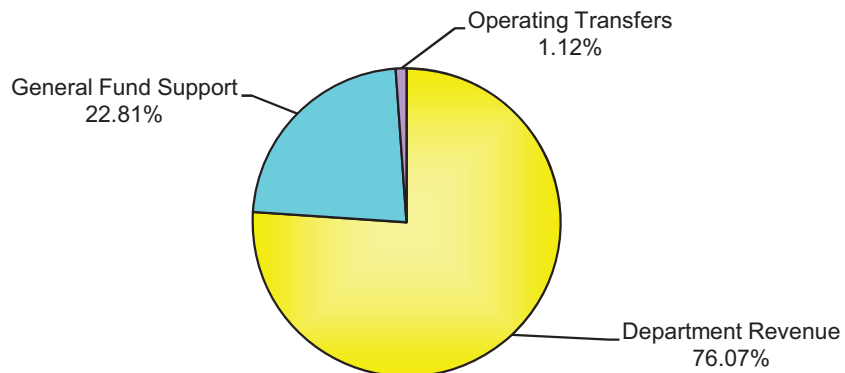
Mandates:

None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **COMMUNITY SVCS, EMPLOYMENT & TRAINING**

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
CAA/EMERGENCY SERVICES NETWORK	4,049,719	5,366,198	4,255,330
ONE STOP	22,813,428	20,097,889	18,699,661
TEEN HEALTH	453,155	0	0
VOCATIONAL AND ACADEMIC INSTRUCTION	1,442,700	1,462,999	1,276,111
VOCATIONAL/REMEDIAL EDUCATION	585,077	618,447	623,088
Total Expenditures	29,344,079	27,545,533	24,854,190

Funding by Source

Revenues

CAA/EMERGENCY SERVICES NETWORK	3,426,193	5,183,975	4,071,042
ONE STOP	18,055,919	15,229,566	13,769,348
TEEN HEALTH	482	0	0
VOCATIONAL AND ACADEMIC INSTRUCTION	1,268,596	1,251,085	1,065,658
VOCATIONAL/REMEDIAL EDUCATION	532	0	0
Total Revenues	22,751,722	21,664,626	18,906,048
Net Operating Transfers In/(Out)	289,100	283,318	279,068
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	423,773	0	0
General Fund Support	5,879,484	5,597,589	5,669,074
Total Program Funding	29,344,079	27,545,533	24,854,190

Staffing (FTEs) by Program

CAA/EMERGENCY SERVICES NETWORK	12.2	15.2	10.0
ONE STOP	110.1	112.1	105.1
TEEN HEALTH	8.0	0.0	0.0
VOCATIONAL AND ACADEMIC INSTRUCTION	20.7	20.2	18.0
VOCATIONAL/REMEDIAL EDUCATION	8.0	8.0	8.0
Total Staffing (FTEs)	159.0	155.5	141.1

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. Combine immediate assistance with case management and additional resources to promote self-sufficiency and economic independence.

Description of Services

Operate a community emergency assistance network to eliminate duplication of services. Provide services in partnership with nine community non-profit and rural community service agencies which comprise the Emergency Services Network (ESN). Provide these services directly as well as contracting with each agency in the ESN to provide the services. Help households qualify for assistance under various federal, state, and local funding sources. Administer a process under Community Development Block Grant funds to award grants for non-profit and rural agencies to provide community services. Fund programs that have a measurable impact on the causes of poverty in Pima County and that produce measurable outcomes. Award grants in the following priority areas as adopted by the Pima County Community Action Agency Advisory Board: 1) Inability to Meet Emergency Needs; 2) Starvation/Malnutrition; 3) Inadequate Housing; 4) Incomplete Use of Programs & Services; and 5) Youth Services.

Program Goals and Objectives

- Improve the standard of living and mitigate the effects of poverty
- Provide a safety net that prevents homelessness
- Assist people and communities of Pima County, especially those with lower incomes, to become economically self-sufficient

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Households receiving rent/mortgage/housing assistance	2,142	1,900	1,700
Households receiving emergency utility assistance	3,741	6,000	2,500
Households receiving assistance with water bills	1,987	1,800	1,900
Crisis case management provided to families/individuals	10,942	16,000	10,800
Telephone Assistance Program enrollment	835	400	450
Participants in Sewer Outreach Subsidy Discount Program	1,807	1,500	1,900
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	612,611	643,090	464,289
SUPPLIES AND SERVICES	3,428,552	4,720,108	3,788,041
CAPITAL OUTLAY	8,556	3,000	3,000
Total Program Expenditures	4,049,719	5,366,198	4,255,330
Program Funding by Source			
Revenues			
MISCELLANEOUS	205	0	0
Operating Revenue Sub-Total	205	0	0
INTERGOVERNMENTAL	3,242,755	4,992,983	3,879,917
MISCELLANEOUS	183,233	190,992	191,125
Grant Revenue Sub-Total	3,425,988	5,183,975	4,071,042
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	477,932	0	0
General Fund Support	145,594	182,223	184,288
Total Program Funding	4,049,719	5,366,198	4,255,330
Program Staffing (FTEs)	12.2	15.2	10.0

Program Summary

Department: COMMUNITY SVCS, EMPLOYMENT & TRAINING

Program: ONE STOP

Function

Promote economic development by ensuring a skilled workforce. Support a healthy business climate by helping local employers find and train qualified workers. Reduce poverty and unemployment by assisting low income and other disadvantaged citizens address barriers to employment and increase their earning power through improved skills.

Description of Services

Offer a continuum of career development services for youth, adults, and dislocated workers utilizing resources designed to assist people who are laid off or have barriers to employment. Coordinate services through the One Stop Program but deliver them through a network of more than fifty organizations including community based non-profit organizations, faith based organizations, governmental agencies, and proprietary trainers. Provide support to employers and apprenticeship programs in recruiting, staffing, and training skilled workers for quality jobs. Provide services to assist youth toward completion of high school or General Education Diploma (GED). Provide job order registration, applicant screening, and job matching both in person and online. Work with industry clusters and other employer groups, including apprenticeship programs, to design new training needed to address workforce shortages in fields with high occupational demand.

Program Goals and Objectives

- Increase number of clients entering unsubsidized employment
- Increase employment at livable wages
- Assist high school dropouts in obtaining GED or high school diploma
- Serve increased number of program employers

Financial Highlights and Significant Issues

For fiscal year 2011/12, Employment & Training has budgeted \$1,526,830 for federal stimulus grants as part of the American Recovery and Reinvestment Act (ARRA) of 2009.

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Clients entering into unsubsidized employment	1,571	1,600	1,650
Client average wage at placement	\$13.75	\$14.50	\$14.00
Youth attaining diploma or GED	244	325	280
Employers matched with clients	472	250	500

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	4,048,682	4,488,925	4,253,770
SUPPLIES AND SERVICES	18,747,591	15,465,264	14,351,141
CAPITAL OUTLAY	17,155	143,700	94,750
Total Program Expenditures	22,813,428	20,097,889	18,699,661

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTEREST	617	0	0
MISCELLANEOUS	7	0	0
Operating Revenue Sub-Total	624	0	0
INTERGOVERNMENTAL	18,038,395	15,229,566	13,769,348
MISCELLANEOUS	16,900	0	0
Grant Revenue Sub-Total	18,055,295	15,229,566	13,769,348
Net Operating Transfers In/(Out)	289,100	283,318	279,068
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(6,434)	0	0
General Fund Support	4,474,843	4,585,005	4,651,245
Total Program Funding	22,813,428	20,097,889	18,699,661

Program Staffing (FTEs)	110.1	112.1	105.1

Program Summary

Department: COMMUNITY SVCS, EMPLOYMENT & TRAINING

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; 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.

(Note: The Teen Health program budget was transferred from the Kino Sports Complex department effective fiscal year 2009/10. Beginning in fiscal year 2010/11 the Teen Health program is budgeted in the Health department.)

Program Goals and Objectives

- Provide consistent, teen friendly, welcoming environment
- Assure scheduled appointment availability for teens
- Increase community awareness of Kino Teen Center and its services

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Positive satisfaction level based on quarterly teen survey	yes	n/a	n/a
Teen Center clients offered an appointment within two weeks	yes	n/a	n/a
Contacts made with agencies/organizations and followed up with a mailing of the KTC brochure	yes	n/a	n/a

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	320,406	0	0
SUPPLIES AND SERVICES	132,749	0	0
Total Program Expenditures	453,155	0	0

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	482	0	0
Operating Revenue Sub-Total	482	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	452,673	0	0
Total Program Funding	453,155	0	0

Program Staffing (FTEs)	8.0	0.0	0.0

Program Summary

Department: COMMUNITY SVCS, EMPLOYMENT & TRAINING

Program: VOCATIONAL AND ACADEMIC INSTRUCTION

Function

Address the growing number of older youth and parenting teens unable to obtain employment or job training due to their status as high school drop outs, juvenile offenders, and/or homeless youth. Administer and coordinate vocational and employment training services for low income and disadvantaged Pima County youth to increase job placement and continuing educational opportunities.

Description of Services

Operate Pima Vocational High School (PVHS) to provide minority, low income, at-risk, out of school Pima County youth (16-21) with a long term program to master vocational and academic skills required by Pima County employers. Offer 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. Provide participants with intense on-site support services and case management by youth specialists. Help underserved and out of school youth find sustainable employment.

Program Goals and Objectives

- Provide unemployed and underemployed Pima County older youth with a program to improve their vocational, academic, and employability skills
- Assist youth living in poverty and adjudicated youth to meet entry level requirements for on-the-job training and self sustaining jobs
- 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 the work place

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
PVHS students completing employability classes	80%	84%	85%
PVHS students who show improvement on vocational skills test	100	105	125
PVHS students who obtain a high school diploma	45	45	52
PVHS students who show increased math and reading skill levels	82%	85%	87%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,119,048	1,117,097	1,028,799
SUPPLIES AND SERVICES	317,478	334,402	242,812
CAPITAL OUTLAY	6,174	11,500	4,500
Total Program Expenditures	1,442,700	1,462,999	1,276,111

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	178	0	0
Operating Revenue Sub-Total	178	0	0
INTERGOVERNMENTAL	1,266,294	1,248,585	1,063,158
MISCELLANEOUS	2,124	2,500	2,500
Grant Revenue Sub-Total	1,268,418	1,251,085	1,065,658
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(47,725)	0	0
General Fund Support	221,829	211,914	210,453
Total Program Funding	1,442,700	1,462,999	1,276,111

Program Staffing (FTEs)	20.7	20.2	18.0

Program Summary

Department: COMMUNITY SVCS, EMPLOYMENT & TRAINING

Program: VOCATIONAL/REMEDIAL EDUCATION

Function

Provide youth aged 17-21 with the opportunity to finish their high school education in an alternative setting while getting work experience.

Description of Services

Offer a unique learning environment for at-risk youth ages 17-21 at the Las Artes Art & Education Center. Allow students to prepare for general education testing and build employability skills by participating in community art projects.

Program Goals and Objectives

- Provide unemployed and underemployed Pima County older youth with a program to improve their vocational, academic, and employability skills
- Assist youth living in poverty and adjudicated youth to meet entry level requirements for on-the-job training and self sustaining jobs
- Continue to provide Las Artes youth an environment to obtain their General Education Development (GED) certificate

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Las Artes students who attain GED	86	70	85
Las Artes GED recipients attaining unsubsidized employment	46	50	52
Las Artes GED recipients who continue to post secondary education	14	18	18

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	391,504	481,032	489,715
SUPPLIES AND SERVICES	187,663	134,415	130,373
CAPITAL OUTLAY	5,910	3,000	3,000
Total Program Expenditures	585,077	618,447	623,088

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	532	0	0
Operating Revenue Sub-Total	532	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	584,545	618,447	623,088
Total Program Funding	585,077	618,447	623,088

Program Staffing (FTEs)	8.0	8.0	8.0

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County Free Library

Expenditures: 32,212,596

FTEs 388.1

Revenues: 30,450,489

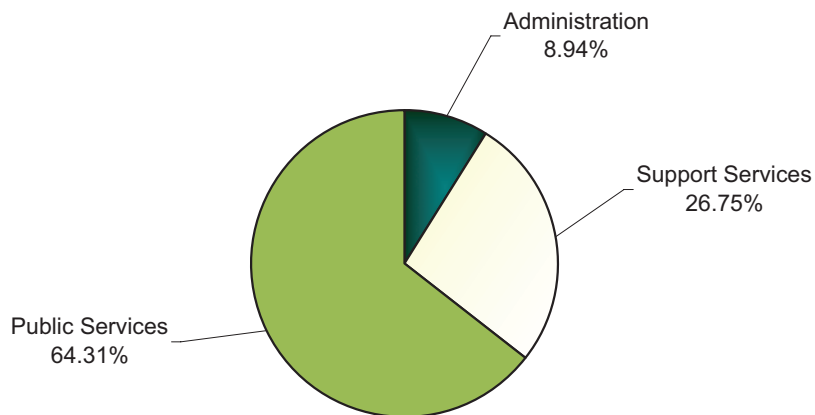
Function Statement:

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

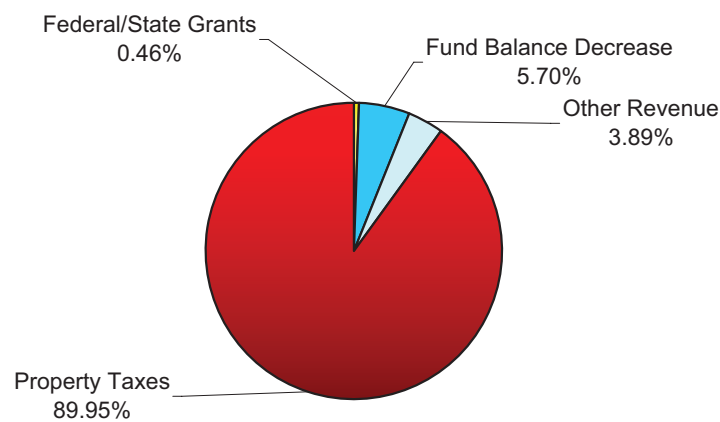
Mandates:

ARS Title 11, Chapter 7: Intergovernmental Operations, Article 1: Public Libraries

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: COUNTY FREE LIBRARY

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
ADMINISTRATION	3,703,400	3,568,423	2,878,582
PUBLIC SERVICES	19,710,685	21,226,707	20,716,323
SUPPORT SERVICES	7,383,721	10,013,508	8,617,691
Total Expenditures	30,797,806	34,808,638	32,212,596
Funding by Source			
Revenues			
ADMINISTRATION	26,496,770	28,674,891	29,094,489
PUBLIC SERVICES	1,452,662	1,348,780	1,356,000
SUPPORT SERVICES	421	0	0
Total Revenues	27,949,853	30,023,671	30,450,489
Net Operating Transfers In/(Out)	(131,357)	0	(77,362)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	2,979,310	4,784,967	1,839,469
Total Program Funding	30,797,806	34,808,638	32,212,596
Staffing (FTEs) by Program			
ADMINISTRATION	5.5	5.5	5.2
PUBLIC SERVICES	352.2	356.0	356.9
SUPPORT SERVICES	26.0	26.0	26.0
Total Staffing (FTEs)	383.7	387.5	388.1

Note: 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 a literate community by providing 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 26 libraries, online electronic access, and outreach services including library outlets in the adult detention center, the juvenile 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.

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, the Library Foundation, and other community interest groups. Ensure that library services are responsive and relevant to the communities served. Ensure that staff are well trained, knowledgeable, and have the resources needed to do their jobs. 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

- Raise public awareness of library programs and services by developing a marketing plan to communicate with the public through a variety of mediums including newsletters, media outlets, e-mail, and in-library promotions
- Optimize staff capacity through proactive recruitment, training, and retention by ensuring that all regular staff attends at least one training opportunity that improves their knowledge, skills, and ability to serve the public
- Develop mutually beneficial partnerships with agencies whose missions complement the library's mission, and through collaborative efforts fulfill the library's goals

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Value of library promotions in media outlets	\$225,000	\$250,000	\$250,000
Staff attending training	100%	100%	100%
Number of partner agencies	10	20	20

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	331,580	262,701	(100,469)
SUPPLIES AND SERVICES	3,371,820	3,305,722	2,979,051
Total Program Expenditures	3,703,400	3,568,423	2,878,582

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
TAXES	26,218,571	28,424,891	29,044,489
INTERGOVERNMENTAL	11,614	0	0
INTEREST	266,585	250,000	50,000
Operating Revenue Sub-Total	26,496,770	28,674,891	29,094,489
Net Operating Transfers In/(Out)	567,763	0	(77,362)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(23,361,133)	(25,106,468)	(26,138,545)
Total Program Funding	3,703,400	3,568,423	2,878,582

Program Staffing (FTEs)	5.5	5.5	5.2

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, 25 branches, and one bookmobile. Promote literacy for residents of all ages and support the desire of residents to be life long learners actively engaged in their community.

Description of Services

Contribute to a literate community by providing 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 pursue individual interests, engage in personal discovery, pursue continuing education, and connect with their community. Assist people in finding information, answering questions, and providing personalized assistance and structured programs that focus on the needs of the each library customer in the pursuit of knowledge.

Program Goals and Objectives

- Provide Pima County residents with the information and tools needed to participate successfully in our community
- Create young readers and ensure that children are better prepared to enter school
- Improve literacy for adults and teens
- Satisfy curiosity by providing the resources needed to explore topics of personal interest
- Help students succeed in school by providing assistance in homework and other needs
- Provide safe and comfortable facilities for residents of Pima County to visit and enjoy

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Preschoolers attending story times	113,282	114,000	115,000
Attendees of summer reading programs	32,000	33,000	34,000
Community meeting room program attendance	140,952	141,000	142,000
Library program attendance	213,500	215,000	220,000
Website visits	3,972,000	4,000,000	4,100,000
On-line homework help provided	5,210	5,250	5,350
In person homework help provided	17,781	18,000	19,000
Computers made available for public access	513	515	520
Public computer sessions	1,103,313	1,105,000	1,110,000
Computer classes offered	2,224	2,250	2,300
Circulation of library materials	7,517,692	7,600,000	7,650,000

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	15,986,724	16,877,470	16,879,240
SUPPLIES AND SERVICES	3,721,699	4,349,237	3,837,083
CAPITAL OUTLAY	2,262	0	0
Total Program Expenditures	19,710,685	21,226,707	20,716,323

Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	346,758	257,780	285,000
FINES AND FORFEITS	743,453	600,000	600,000
INTEREST	20,763	21,000	1,000
MISCELLANEOUS	237,017	290,000	290,000
Operating Revenue Sub-Total	1,347,991	1,168,780	1,176,000
INTERGOVERNMENTAL	104,671	150,000	150,000
MISCELLANEOUS	0	30,000	30,000
Grant Revenue Sub-Total	104,671	180,000	180,000
Net Operating Transfers In/(Out)	(699,000)	0	0
Other Funding Sources	0	0	0

Program Summary

Department: COUNTY FREE LIBRARY

Program: PUBLIC SERVICES

Fund Balance Decrease/(Increase)	18,957,023	19,877,927	19,360,323
Total Program Funding	19,710,685	21,226,707	20,716,323
Program Staffing (FTEs)	352.2	356.0	356.9

Program Summary

Department: COUNTY FREE LIBRARY

Program: SUPPORT SERVICES

Function

Provide the support operations needed for a branch library system including: the cataloging and acquisition of library materials; the 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

- Ensure that library expenditures are kept within budget and maximize the level of services offered by library staff
- Provide well maintained library facilities by having staff submit work orders in a timely manner
- Hire qualified individuals by performing effective screening of candidates
- Utilize the most efficient methods possible to order, process, and make new materials available to the public
- Increase the number of new library materials sent directly to branches to minimize shipping times

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Library expenditures within budget	yes	yes	yes
Weekly submission of work orders to Facilities Management department	yes	yes	yes
Rate of retention of newly hired staff	80%	80%	80%
Time for editing and sending orders	1 week	1 week	1 week
Percent of new library materials shipped directly to branches	90%	90%	92%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,354,285	1,296,178	1,391,641
SUPPLIES AND SERVICES	5,749,987	8,202,830	6,916,050
CAPITAL OUTLAY	279,449	514,500	310,000
Total Program Expenditures	7,383,721	10,013,508	8,617,691

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	421	0	0
Operating Revenue Sub-Total	421	0	0
Grant Revenue Sub-Total	0	0	0
Net Operating Transfers In/(Out)	(120)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	7,383,420	10,013,508	8,617,691
Total Program Funding	7,383,721	10,013,508	8,617,691

Program Staffing (FTEs)	26.0	26.0	26.0

Economic Development & Tourism

Expenditures: 1,473,706

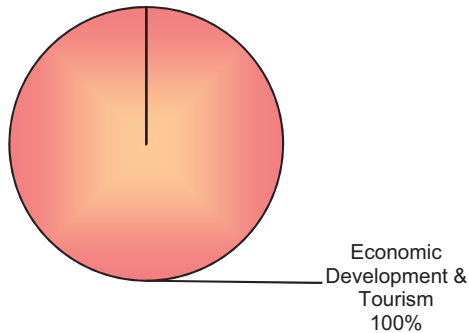
FTEs 3.0

Revenues: 1,132,734

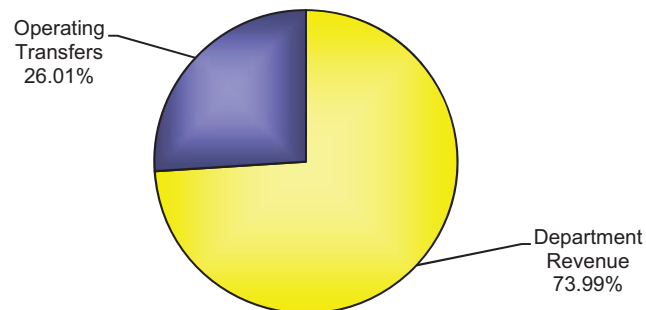
Function Statement: Facilitate business and tourism growth with various community partners located in Pima County and the state of Arizona. Serve as a marketing outreach agency promoting the quality of life of the region to create potential leisure and business opportunities with Pima County owned and 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

	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Expenditures by Program			
ECONOMIC DEVELOPMENT & TOURISM	1,476,499	1,359,496	1,473,706
Total Expenditures	1,476,499	1,359,496	1,473,706
Funding by Source			
Revenues			
ECONOMIC DEVELOPMENT & TOURISM	1,139,591	1,039,438	1,132,734
Total Revenues	1,139,591	1,039,438	1,132,734
Net Operating Transfers In/(Out)	465,190	320,058	398,259
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(128,282)	0	(57,287)
General Fund Support	0	0	0
Total Program Funding	1,476,499	1,359,496	1,473,706
Staffing (FTEs) by Program			
ECONOMIC DEVELOPMENT & TOURISM	2.9	3.1	3.0
Total Staffing (FTEs)	2.9	3.1	3.0

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 & Tourism department is a marketing and operations outreach agency which promotes the quality of life in the region in order to create potential growth in business, leisure and corporate business travel.

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 with Tucson Regional Economic Opportunities (TREGO), small business assistance organizations, and Ajo community partners; marketing, training, and revenue enhancement programs for 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, Rillito Race Track, Crooked Tree Golf Course, and other Pima County leased property partners) and regional business attraction and retention agency TREGO. Develop and execute, in collaboration with Pima County Stadium District personnel, a comprehensive business and marketing outreach plan for the Kino Sports Complex (KSC).

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, sports, and cultural development which enhance the quality of life
- Develop a more comprehensive tourism promotion marketing plan in partnership with the Metropolitan Tucson Convention and Visitors Bureau (MTCVB), Ajo District Chamber of Commerce, and the International Sonoran Desert Alliance (ISDA)
- Increase the number of film and video production companies utilizing Pima County as their base shooting or production headquarters
- Develop optional use concepts for County leased property attractions
- Develop partnerships with public and private organizations involved in economic development, tourism, and cultural development
- Develop and execute marketing initiatives of the KSC in collaboration with the Pima County Stadium District to increase the number of special events and revenue producing activities at Kino Veterans Memorial Stadium and the KSC
- Assist Natural Resources, Parks & Recreation in major public activities and events where attendance is projected to be over 3,000

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Increase in major events held	2	2	3
Number of new sponsored events	2	1	2
Increase in business and leisure travelers	-5%	2%	2%
Collaborative marketing agreements developed	2	2	3
Promotional technical assistance provided	8	10	14
Additional uses developed for leased properties	4	4	6

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	262,137	304,683	298,931
SUPPLIES AND SERVICES	1,212,568	1,054,813	1,174,775
CAPITAL OUTLAY	1,794	0	0
Total Program Expenditures	1,476,499	1,359,496	1,473,706

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	901,924	820,948	885,972
INTEREST	3,275	4,000	500
MISCELLANEOUS	234,392	214,490	246,262
Operating Revenue Sub-Total	1,139,591	1,039,438	1,132,734
Net Operating Transfers In/(Out)	465,190	320,058	398,259
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(128,282)	0	(57,287)
General Fund Support	0	0	0
Total Program Funding	1,476,499	1,359,496	1,473,706

Program Staffing (FTEs)	2.9	3.1	3.0

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Kino Sports Complex

Expenditures: 1,517,165

FTEs 15.8

Revenues: 132,250

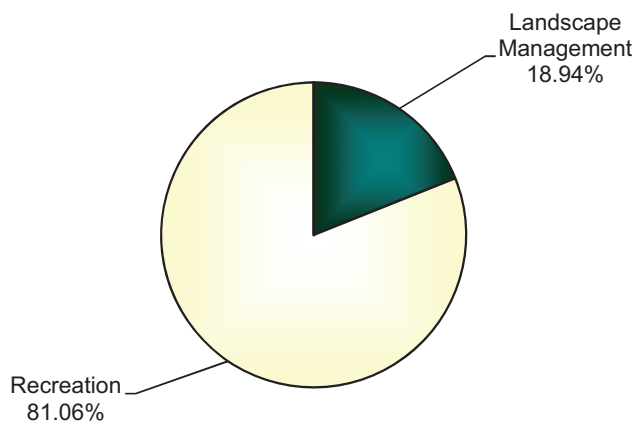
Function Statement:

Improve the quality of life for residents of Pima County by providing a variety of cultural and recreational services through various facilities operated by Pima County.

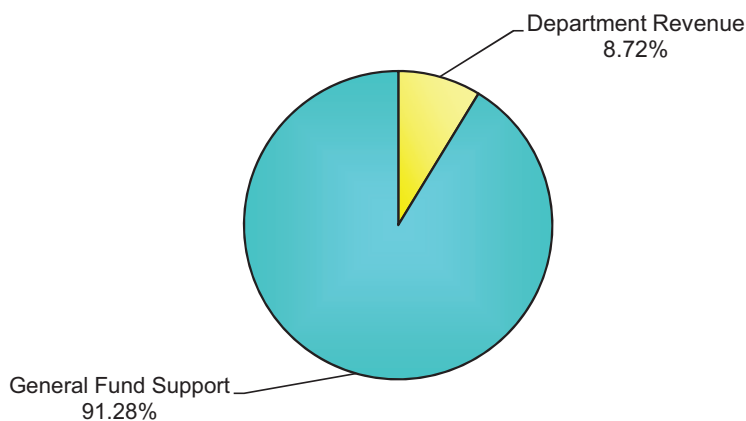
Mandates:

None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: KINO SPORTS COMPLEX

	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Expenditures by Program			
LANDSCAPE MANAGEMENT	250,350	279,830	287,376
RECREATION	1,170,023	1,247,371	1,229,789
Total Expenditures	1,420,373	1,527,201	1,517,165
Funding by Source			
Revenues			
LANDSCAPE MANAGEMENT	1,860	0	20,000
RECREATION	170,743	165,570	112,250
Total Revenues	172,603	165,570	132,250
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	1,247,770	1,361,631	1,384,915
Total Program Funding	1,420,373	1,527,201	1,517,165
Staffing (FTEs) by Program			
LANDSCAPE MANAGEMENT	6.4	4.4	4.4
RECREATION	13.8	14.6	11.4
Total Staffing (FTEs)	20.2	19.0	15.8

Program Summary

Department: KINO SPORTS COMPLEX

Program: LANDSCAPE MANAGEMENT

Function

Provide landscape management services to Sam Lena Park, the Kino Veterans Memorial Community Center, and Willie Blake Park (formerly Hidalgo Park) and various County departments.

Description of Services

Services include maintenance of decomposed granite, irrigation, trees, shrubs, and groundcover; litter removal; sign replacement; and parking lot sweeping.

Program Goals and Objectives

- Maintain landscapes to a minimum 90% customer satisfaction rating
- Respond to emergency landscaping service requests within 24 hours

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Number of other departments serviced	14	5	6
Frequency of landscape service/monthly	2	2	2
Emergency service request responses within 24 hours	100%	100%	100%
Average customer satisfaction rating	n/a	90%	90%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	167,845	170,003	173,196
SUPPLIES AND SERVICES	36,490	107,327	96,180
CAPITAL OUTLAY	46,015	2,500	18,000
Total Program Expenditures	250,350	279,830	287,376

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	1,860	0	20,000
Operating Revenue Sub-Total	1,860	0	20,000
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	248,490	279,830	267,376
Total Program Funding	250,350	279,830	287,376

Program Staffing (FTEs)	6.4	4.4	4.4

Program Summary

Department: KINO SPORTS COMPLEX

Program: RECREATION

Function

Provide recreation, fitness, and camp services to youth and adult residents of Pima County in order to foster group participation, teamwork, and skill building in a safe, supervised environment.

Description of Services

Provide a variety of recreational opportunities for all ages in the community including weight room, cardio workout, aerobics, basketball leagues, open gym basketball and volleyball, camp programs, and meeting rooms. Provide children an opportunity to attend programs that offer recreation, arts and crafts, physical fitness, health, and nutrition in a safe environment. Make meeting spaces available for groups and organizations. Through an agreement with Alta Vista High School (a charter school), provide indoor and outdoor facilities for all physical fitness activities for the school and provide classroom space for testing.

Program Goals and Objectives

- Initiate membership program for facility recreational usage
- Increase open gym basketball and volleyball participation levels
- Increase level of participation in health and exercise programs through facility and equipment upgrades
- Increase booking of classroom space and ramadas for meetings and parties
- Increase arts and crafts participation levels by offering a variety of different classes

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Individual memberships	n/a	n/a	3,000
Family memberships	n/a	n/a	1,000
Corporate memberships	n/a	n/a	600
Weight/cardio room participants	n/a	11,500	12,000
Open gym participants	5,900	6,300	7,000
Aerobics/other participants	n/a	5,100	5,500
Arts and crafts participants	n/a	120	150
Meeting space bookings	n/a	48	60

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	567,697	642,730	544,315
SUPPLIES AND SERVICES	591,573	581,341	654,474
CAPITAL OUTLAY	10,753	23,300	31,000
Total Program Expenditures	1,170,023	1,247,371	1,229,789

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	128,418	121,750	98,250
MISCELLANEOUS	42,325	43,820	14,000
Operating Revenue Sub-Total	170,743	165,570	112,250
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	999,280	1,081,801	1,117,539
Total Program Funding	1,170,023	1,247,371	1,229,789

Program Staffing (FTEs)	13.8	14.6	11.4

School Superintendent

Expenditures:

5,182,406

FTEs 14.0

Revenues:

3,943,249

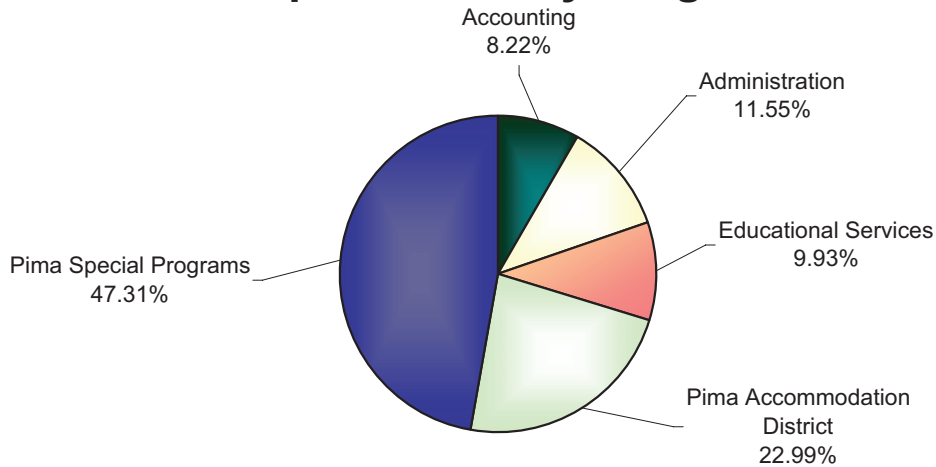
Function Statement:

Perform functions mandated by the Arizona Revised Statutes and State Board of Education. Administer the funds of local public school districts. Prepare financial information for the Board of Supervisors for setting the property tax rates. Conduct school district governing board elections. Operate Pima Accommodation District, educational services, school bus services for students in unorganized territory, and multi-district programs.

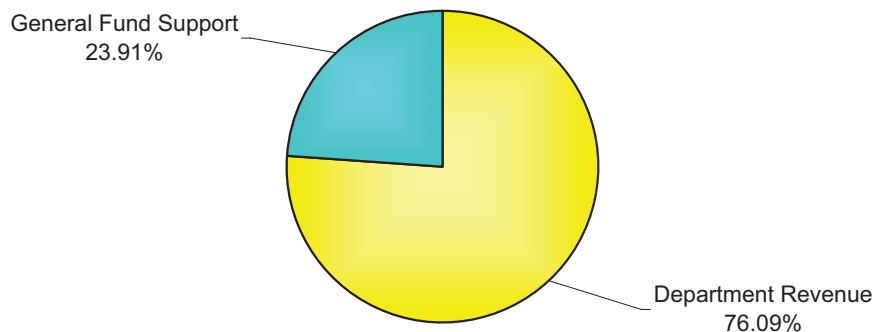
Mandates:

ARS Title 15: Education

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: SCHOOL SUPERINTENDENT

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
ACCOUNTING	355,668	383,898	425,791
ADMINISTRATION	535,786	693,241	598,754
EDUCATIONAL SERVICES	506,630	504,567	514,861
PIMA ACCOMMODATION DISTRICT	1,557,790	1,674,400	1,191,500
PIMA SPECIAL PROGRAMS	2,778,985	2,552,300	2,451,500
Total Expenditures	5,734,859	5,808,406	5,182,406

Funding by Source

Revenues

ADMINISTRATION	172,900	300,000	225,500
EDUCATIONAL SERVICES	83,336	73,578	74,749
PIMA ACCOMMODATION DISTRICT	1,377,184	1,674,400	1,191,500
PIMA SPECIAL PROGRAMS	2,753,384	2,552,300	2,451,500

Total Revenues	4,386,804	4,600,278	3,943,249
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	206,207	0	0
General Fund Support	1,141,848	1,208,128	1,239,157
Total Program Funding	5,734,859	5,808,406	5,182,406

Staffing (FTEs) by Program

ACCOUNTING	6.0	6.0	6.0
ADMINISTRATION	5.0	5.5	5.0
EDUCATIONAL SERVICES	3.0	3.0	3.0
Total Staffing (FTEs)	14.0	14.5	14.0

Program Summary

Department: SCHOOL SUPERINTENDENT

Program: ACCOUNTING

Function

Perform all mandated accounting and finance functions for all school districts in Pima County as authorized by Arizona Revised Statutes. Provide services to ensure accurate reporting requirements that comply with the Uniform System of Financial Records (USFR) for Arizona School Districts.

Description of Services

Perform all accounting services in relation to revenues, expenditures, and budgeting for all school districts in Pima County except those exempted by ARS 15-914.01. Establish all applicable property tax levies for each school district in Pima County as authorized by statute. Ensure tax levies are appropriated in accordance to the operating budget duly adopted by each respective school district governing board. Ensure that all warrants drawn against a school district are properly authorized by a school district governing board through an executed voucher for each school district in Pima County whose finances are managed by the School Superintendent.

Program Goals and Objectives

- Meet all statutory mandates of Title 15 on school budgets and financing
- Provide technical assistance on budgeting and finance to any school district in Pima County

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Accounting transactions	12,910,190	13,500,000	14,000,000
School district revenue collected	\$1,105,078,572	\$1,200,000,000	\$1,150,000,000
School district expenditures processed	\$602,547,328	\$620,000,000	\$630,000,000
School district warrants issued	96,533	101,000	100,000
School districts provided with technical assistance on budgeting	5	5	6
School districts provided with technical assistance on finance	5	5	6

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	344,514	368,649	410,823
SUPPLIES AND SERVICES	11,154	15,249	14,968
Total Program Expenditures	355,668	383,898	425,791

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	355,668	383,898	425,791
Total Program Funding	355,668	383,898	425,791

Program Staffing (FTEs)	6.0	6.0	6.0

Program Summary

Department: SCHOOL SUPERINTENDENT

Program: ADMINISTRATION

Function

Administer legally mandated functions of the office required by Title 15 of Arizona Revised Statutes. Provide support to the Accounting, Educational Services, Pima Accommodation, and Pima Special Programs functions of the office and implement procedural and legal mandates of the Superintendent of Schools.

Description of Services

Serve as a resource to constituents in Pima County on educational services and programs. Record all teaching certificates for all certificated individuals in Pima County. Function as the program director for multi-district educational programs. Provide information technology support to rural school districts and special educational programs. Perform other legal or mandatory functions as required by law.

Program Goals and Objectives

- Ensure that educators and families in Pima County are informed about educational services, providers, and opportunities throughout the County
- Perform all legal and/or regulatory mandated services required of county school superintendents in Arizona
- Direct or coordinate multi-district educational programs in Pima County for the benefit of educators, students, and families

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Teaching certificates maintained	44,116	48,000	49,000
Board members appointed	2	1	1
School district elections conducted	17	16	8

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	322,115	334,978	325,756
SUPPLIES AND SERVICES	213,671	358,263	267,898
CAPITAL OUTLAY	0	0	5,100
Total Program Expenditures	535,786	693,241	598,754

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	172,900	300,000	225,500
Operating Revenue Sub-Total	172,900	300,000	225,500
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	362,886	393,241	373,254
Total Program Funding	535,786	693,241	598,754

Program Staffing (FTEs)	5.0	5.5	5.0

Program Summary

Department: SCHOOL SUPERINTENDENT

Program: EDUCATIONAL SERVICES

Function

Coordinate and assist with the development of educational service programs for educators, students, and parents in Pima County.

Description of Services

Develop and/or coordinate educational service agency programs to serve populations in Pima County that are considered underserved. Collaborate with government, community, or nonprofit organizations to provide comprehensive services to educators and students. Ensure that the School Superintendent's office creates a link for different educational service agencies for the benefit of schools. Register/track all students in Pima County that are attending private schools or are being home-schooled.

Program Goals and Objectives

- Provide leadership to develop collaborative efforts between government, community, nonprofit, and educational institutions in Pima County
- Develop comprehensive programs as an educational service agency to assist public schools to better serve students in the classroom

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Special programs developed/coordinated	5	8	7
Home school children tracked	1,861	2,700	3,300
Private school children tracked	2,808	3,600	4,350

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	237,280	239,723	244,762
SUPPLIES AND SERVICES	269,350	264,844	270,099
Total Program Expenditures	506,630	504,567	514,861

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	73,213	73,213	73,213
MISCELLANEOUS	10,123	365	1,536
Operating Revenue Sub-Total	83,336	73,578	74,749
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	423,294	430,989	440,112
Total Program Funding	506,630	504,567	514,861

Program Staffing (FTEs)	3.0	3.0	3.0

Program Summary

Department: SCHOOL SUPERINTENDENT

Program: PIMA ACCOMMODATION DISTRICT

Function

Administer and provide educational programs/services to students in the Pima County Juvenile Detention Center and the Adult Detention Center. Provide students access to K-12 education at a neighboring school district for those students residing in unincorporated areas of Pima County such as Mount Lemmon and Lukeville.

Description of Services

Responsible for providing educational services to students considered at-risk or incarcerated in a County detention facility through an Accommodation District. Transport students who reside in areas of Pima County that are not incorporated as part of a public school district, such as Mount Lemmon and Lukeville, to a neighboring school district to be provided a K-12 education.

Program Goals and Objectives

- Provide students with access to public education as required by ARS 15-802
- Provide instruction to students to meet the Arizona Academic Standards
- Provide students with high school education established by the Arizona State Board of Education to earn a high school diploma or general education diploma (GED)

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Juvenile detention students served	81	69	66
County jail students served	42	46	44
Students transported from Mt. Lemmon to a neighboring school district	6	4	4
Students transported from Lukeville to a neighboring school district	110	86	95

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
SUPPLIES AND SERVICES	1,557,790	1,674,400	1,191,500
Total Program Expenditures	1,557,790	1,674,400	1,191,500

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	1,369,835	1,624,400	1,191,500
MISCELLANEOUS	7,349	50,000	0
Grant Revenue Sub-Total	1,377,184	1,674,400	1,191,500
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	180,606	0	0
General Fund Support	0	0	0
Total Program Funding	1,557,790	1,674,400	1,191,500

Program Staffing (FTEs)	0.0	0.0	0.0

Program Summary

Department: SCHOOL SUPERINTENDENT

Program: PIMA SPECIAL PROGRAMS

Function

Serve as the fiscal agent of specialized educational programs that are for the benefit of multiple school districts in Pima County. Be a centralized point of contact for school districts to operate more efficient or cost-effective program operations. Provide any services that are mandated by Arizona state law.

Description of Services

Provide specialized educational programs in consortium efforts with local school districts including professional development programs, constituency programs, and service programs where services can be accomplished more efficiently and economically as multi-district operations. Provide programs for unserved school age youth in conjunction with and in response to concerns of federal, state, local, and/or not-for-profit agencies.

Program Goals and Objectives

- Explore and develop service programs for underserved school districts, charters, and other educational institutions in Pima County
- Maintain funding levels for programs to ensure quality services for underserved communities in Pima County

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Special programs operated	20	24	22
Program funding levels maintained	yes	no	no
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
SUPPLIES AND SERVICES	2,778,985	2,552,300	2,451,500
Total Program Expenditures	2,778,985	2,552,300	2,451,500
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	2,127,601	2,156,600	1,969,000
MISCELLANEOUS	625,783	395,700	482,500
Grant Revenue Sub-Total	2,753,384	2,552,300	2,451,500
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	25,601	0	0
General Fund Support	0	0	0
Total Program Funding	2,778,985	2,552,300	2,451,500
Program Staffing (FTEs)	0.0	0.0	0.0

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Stadium District

Expenditures: 4,282,940

FTEs 33.1

Revenues: 1,928,200

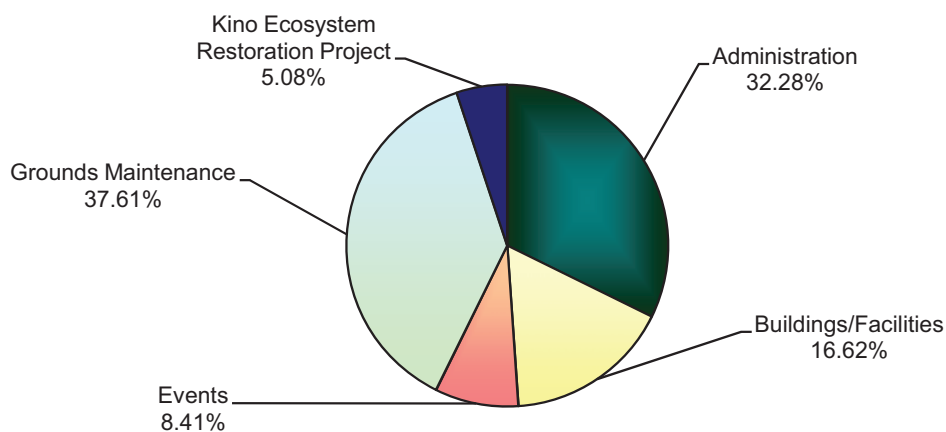
Function Statement:

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 community and the local economy.

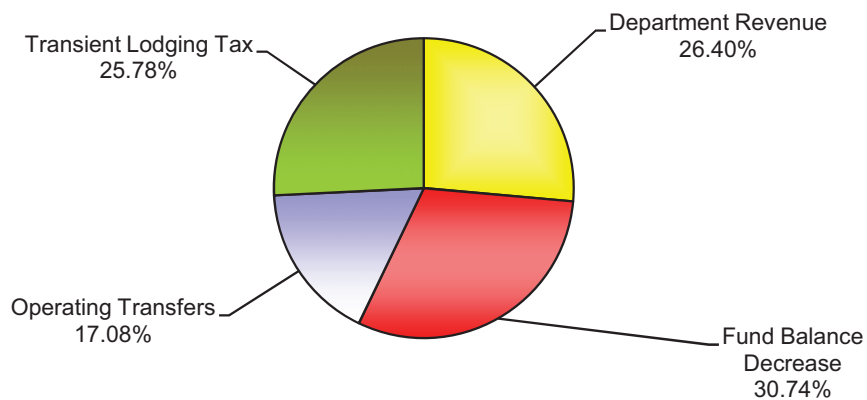
Mandates:

ARS Title 48, Chapter 26: Stadium Districts

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **STADIUM DISTRICT**

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
ADMINISTRATION	1,600,734	1,184,312	1,382,417
BUILDINGS/FACILITIES	3,294	838,591	711,764
EVENTS	223,705	300,000	360,025
GROUPS MAINTENANCE	2,274,988	1,813,484	1,610,967
KINO ECOSYSTEM RESTORATION PROJECT	190,316	211,775	217,767
Total Expenditures	4,293,037	4,348,162	4,282,940
Funding by Source			
Revenues			
ADMINISTRATION	1,586,637	1,487,441	1,508,700
BUILDINGS/FACILITIES	0	5,100	0
EVENTS	154,962	300,000	419,500
GROUPS MAINTENANCE	557,827	3,600	0
Total Revenues	2,299,426	1,796,141	1,928,200
Net Operating Transfers In/(Out)	(453,894)	1,933	110,041
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	2,447,505	2,550,088	2,244,699
Total Program Funding	4,293,037	4,348,162	4,282,940
Staffing (FTEs) by Program			
ADMINISTRATION	4.2	7.4	6.9
BUILDINGS/FACILITIES	0.0	1.0	1.0
EVENTS	3.3	0.0	2.4
GROUPS MAINTENANCE	20.5	19.7	19.7
KINO ECOSYSTEM RESTORATION PROJECT	2.7	3.1	3.1
Total Staffing (FTEs)	30.7	31.2	33.1

Notes:

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.

Program Summary

Department: STADIUM DISTRICT

Program: ADMINISTRATION

Function

Provide management and administrative functions at the Stadium.

Description of Services

Provide oversight and direction of the Kino Sports Complex including the Kino Veterans Memorial Community Center, Kino Ecosystem Restoration Project (KERP), Sam Lena, and Willie Blake Parks. Provide coordination of landscape maintenance for various County facility grounds. Provide a venue for organized baseball, organized soccer, community recreation, and special events. Oversee promotion, marketing, financial accountability, site maintenance, contracts, personnel, and scheduling.

Program Goals and Objectives

- Monitor and manage license contracts for compliance and collections
- Monitor and manage food and beverage operations and liquor license operations
- Develop marketing strategy to increase the number of event as well as the community use of facilities
- Manage department human resources, financial functions, and physical resources within approved budget
- Develop business operations model to account for new type of customer base that includes sales, scheduling, contracting, event support services, billing, and customer service follow-up

Financial Highlights and Significant Issues

\$1,500,000 has been reserved in the County's Budget Stabilization Fund for fiscal year 2011/12 to subsidize the operations of the Stadium District. This amount is needed due to the loss of revenues as a result of the loss of Major League Baseball Spring Training at Kino Veterans Memorial Stadium and the continued decline in the tourist dependent revenue sources that support the Stadium District.

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Percent of contracts monitored for compliance	100%	100%	100%
Number of special events increased	23	23	27
Stadium managed within approved budget	yes	yes	yes

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	433,985	517,673	538,569
SUPPLIES AND SERVICES	1,155,363	662,139	839,348
CAPITAL OUTLAY	11,386	4,500	4,500
Total Program Expenditures	1,600,734	1,184,312	1,382,417

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	1,520,929	1,427,441	1,496,700
INTEREST	59,758	60,000	12,000
MISCELLANEOUS	5,950	0	0
Operating Revenue Sub-Total	1,586,637	1,487,441	1,508,700
Net Operating Transfers In/(Out)	(1,746,346)	(1,264,670)	(1,137,563)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	1,760,443	961,541	1,011,280
Total Program Funding	1,600,734	1,184,312	1,382,417

Program Staffing (FTEs)	4.2	7.4	6.9

Program Summary

Department: STADIUM DISTRICT
Program: BUILDINGS/FACILITIES

Function

Maintain the buildings and facility infrastructure of the Stadium District to the highest possible standard.

Description of Services

Provide repair and maintenance of buildings and facilities as needed as part of an ongoing facilities maintenance program. Coordinate necessary services through both the Facilities Management department and contracted vendor services to provide for general upkeep of Stadium District buildings and facilities.

Program Goals and Objectives

- Maintain buildings and facilities at their highest level to extend life and usefulness
- Establish and maintain long-term facility maintenance program for structures, equipment, and improvements
- Upgrade concession stands water fixtures, plumbing, and water heaters in the stadium
- Re-key entire stadium onto a new key plan
- Install Musco Lighting Control System for lighted fields to provide better light control and cost efficiencies
- Eliminate unnecessary phone lines in all Stadium buildings

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Motion sensors installed on light switches	5	20	30
Programmable thermostats installed	15	30	40
Low flow fixtures installed	12	12	40

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	0	206,891	200,144
SUPPLIES AND SERVICES	3,294	628,200	475,620
CAPITAL OUTLAY	0	3,500	36,000
Total Program Expenditures	3,294	838,591	711,764

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	0	5,100	0
Operating Revenue Sub-Total	0	5,100	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	3,294	833,491	711,764
Total Program Funding	3,294	838,591	711,764

Program Staffing (FTEs)	0.0	1.0	1.0

Program Summary

Department: STADIUM DISTRICT

Program: EVENTS

Function

Provide venues for both community use and revenue generating events.

Description of Services

Provide services and facilities for community recreation and activities such as special benefits, community events, sports events, gem shows, and concerts.

Program Goals and Objectives

- Increase the number of special events such as concerts, gem shows, company parties, and other events
- Increase the number of out-of-town group events such as instructional camps and tournaments to help drive economic impact
- Increase the number of charity events such as Hope Fest, Mariachi Festival, and other fundraising events
- Increase the number of bookings at the Complex to maximize the utilization rate and revenues

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Special events (\$5,000+)	n/a	7	8
Out of town group events	n/a	10	12
Charity events	5	6	7
Total bookings	n/a	3,000	3,500

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	139,920	0	91,075
SUPPLIES AND SERVICES	83,785	300,000	238,950
CAPITAL OUTLAY	0	0	30,000
Total Program Expenditures	223,705	300,000	360,025

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	0	0	38,700
MISCELLANEOUS	154,962	300,000	380,800
Operating Revenue Sub-Total	154,962	300,000	419,500
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	68,743	0	(59,475)
Total Program Funding	223,705	300,000	360,025

Program Staffing (FTEs)	3.3	0.0	2.4

Program Summary

Department: STADIUM DISTRICT
Program: GROUNDS MAINTENANCE

Function

Provide and maintain athletic fields as well as landscaping of Stadium District common areas.

Description of Services

Provide a venue for nine minor league baseball team, as well as community baseball and soccer leagues.

Program Goals and Objectives

- Ensure fields and facilities are available for use and are maintained efficiently by using productivity standards assigned to the various tasks performed
- Maximize irrigation efficiency levels by using onsite weather station that provides evapotranspiration rates to meet Arizona Department of Water Resources Third Management Plan water allocation amounts
- Maintain an asset management replacement cycle for grounds equipment to assure that grounds can be maintained at a quality level

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Irrigation efficiency levels met	100%	100%	100%
Productivity standard levels met	n/a	50%	75%
Capital replacement target met	n/a	33%	67%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	926,027	974,434	856,572
SUPPLIES AND SERVICES	1,226,607	728,050	662,895
CAPITAL OUTLAY	122,354	111,000	91,500
Total Program Expenditures	2,274,988	1,813,484	1,610,967

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	557,827	3,600	0
Operating Revenue Sub-Total	557,827	3,600	0
Net Operating Transfers In/(Out)	1,096,035	1,074,114	1,058,002
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	621,126	735,770	552,965
Total Program Funding	2,274,988	1,813,484	1,610,967

Program Staffing (FTEs)	20.5	19.7	19.7

Program Summary

Department: STADIUM DISTRICT

Program: KINO ECOSYSTEM RESTORATION PROJECT

Function

Provide landscape maintenance services and best management practices for the Kino Ecosystem Restoration Project (KERP).

Description of Services

Maintain landscape and parking lot areas of the KERP including maintenance of decomposed granite, irrigation, tree, shrub, and groundcover; litter removal; sign replacement; and parking lot sweeping. Manage KERP including mosquito control for West Nile virus abatement, water harvesting, non-native and invasive species control, maintenance of six riparian habitats, and permit compliance.

Program Goals and Objectives

- Maintain landscapes to a consistently high standard through increased landscape services
- Maximize the harvesting of storm water for irrigation of Kino Sports Complex and the Stadium
- Maintain a low mosquito population to assist in the containment of the spread of the West Nile virus

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Total acre feet of storm water harvested	140	140	140
Total acre feet of reclaimed water purchased	160	160	160
Mosquito trap counts	5	5	5

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	132,867	144,075	146,077
SUPPLIES AND SERVICES	49,251	67,700	65,190
CAPITAL OUTLAY	8,198	0	6,500
Total Program Expenditures	190,316	211,775	217,767

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Net Operating Transfers In/(Out)	196,417	192,489	189,602
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(6,101)	19,286	28,165
Total Program Funding	190,316	211,775	217,767

Program Staffing (FTEs)	2.7	3.1	3.1

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SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Expenditures
<u>JUSTICE & LAW ENFORCEMENT</u>			
<u>CLERK OF SUPERIOR COURT</u>			
ADMINISTRATION	841,383		841,383
CIVIL SERVICES	1,466,082		1,466,082
COURTROOM SERVICES	2,285,191		2,285,191
CRIMINAL SERVICES	623,603		623,603
FINANCIAL SERVICES	1,383,514	86,863	1,470,377
INFORMATION TECHNOLOGY	517,773	482,683	1,000,456
JUVENILE SERVICES	1,593,296		1,593,296
PROBATE SERVICES	328,061		328,061
RECORDS RETENTION	1,148,852	616,130	1,764,982
TOTAL CLERK OF SUPERIOR COURT	10,187,755	1,185,676	11,373,431
<u>CONSTABLES</u>			
CONSTABLES	1,086,631		1,086,631
TOTAL CONSTABLES	1,086,631		1,086,631
<u>COUNTY ATTORNEY</u>			
ADMINISTRATION	2,198,383		2,198,383
CIVIL LEGAL SERVICES	2,565,848	215,641	2,781,489
COMMUNITY SUPPORT	209,197	833,594	1,042,791
CRIMINAL PROSECUTION	14,528,609	11,950,962	26,479,571
TOTAL COUNTY ATTORNEY	19,502,037	13,000,197	32,502,234
<u>INDIGENT DEFENSE</u>			
LEGAL DEFENDER	3,695,997	26,000	3,721,997
PUBLIC DEFENDER	12,235,895	669,953	12,905,848
TOTAL INDIGENT DEFENSE	15,931,892	695,953	16,627,845
<u>JUSTICE COURT AJO</u>			
JUSTICE COURT AJO	669,425	27,550	696,975
JUSTICE COURT AJO TIME PAY FEES		48,633	48,633
TOTAL JUSTICE COURT AJO	669,425	76,183	745,608
<u>JUSTICE COURT GREEN VALLEY</u>			
JUSTICE COURT GREEN VALLEY	485,298	38,615	523,913
TOTAL JUSTICE COURT GREEN VALLEY	485,298	38,615	523,913
<u>JUSTICE COURTS TUCSON</u>			
ADMINISTRATION	1,625,596		1,625,596
COURT OPERATIONS	3,309,633	543,890	3,853,523
JUDICIAL OPERATIONS	1,720,384	1,412,053	3,132,437
TOTAL JUSTICE COURTS TUCSON	6,655,613	1,955,943	8,611,556
<u>JUVENILE COURT</u>			
ADMINISTRATIVE SERVICES	2,012,079	194,112	2,206,191
CHILDREN & FAMILY SERVICES	715,944	1,046,807	1,762,751
COURT SUPPORT SERVICES	889,999		889,999
DETENTION SERVICES	8,342,099	29,650	8,371,749
INFORMATION TECHNOLOGY AND RESEARCH	1,174,122	32,108	1,206,230
JUDICIAL SERVICES	2,081,639		2,081,639
PROBATION SERVICES	7,229,265	8,656,129	15,885,394
TOTAL JUVENILE COURT	22,445,147	9,958,806	32,403,953

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Expenditures
<u>OFFICE OF COURT APPOINTED COUNSEL</u>			
CONTRACT ATTORNEYS	8,270,611		8,270,611
OFFICE OF CHILDREN'S COUNSEL	893,789		893,789
OFFICE OF COURT APPOINTED COUNSEL	584,234		584,234
PHOTO TRAFFIC ENFORCEMENT	1,674,245		1,674,245
TOTAL OFFICE OF COURT APPOINTED COUNSEL	11,422,879		11,422,879
<u>PUBLIC FIDUCIARY</u>			
BURIALS	240,281		240,281
MANDATED FIDUCIARY SERVICES	2,224,889		2,224,889
TOTAL PUBLIC FIDUCIARY	2,465,170		2,465,170
<u>SHERIFF</u>			
ADMINISTRATIVE	19,875,363	2,549,389	22,424,752
CORRECTIONS	42,354,750	2,808,915	45,163,665
FORFEITURES		1,200,000	1,200,000
HIDTA		2,650,870	2,650,870
INVESTIGATIONS	18,610,209	702,948	19,313,157
OPERATIONS	41,036,446	2,280,334	43,316,780
TOTAL SHERIFF	121,876,768	12,192,456	134,069,224
<u>SUPERIOR COURT</u>			
ADJUDICATION	12,631,886	911,110	13,542,996
ADMINISTRATION	3,296,728		3,296,728
ADULT PROBATION COURT SERVICES	2,079,385	2,045,410	4,124,795
ADULT PROBATION FIELD AND OPERATIONS	4,186,311	9,531,360	13,717,671
CONCILIATION COURT	789,409	1,146,052	1,935,461
FILL THE GAP - OTHER COURT DEPARTMENTS		690,071	690,071
INFORMATION SERVICES	1,994,316	800,000	2,794,316
LAW LIBRARY	189,469	327,725	517,194
PRETRIAL SERVICES	2,373,105		2,373,105
TRIAL SERVICES	2,436,271		2,436,271
TOTAL SUPERIOR COURT	29,976,880	15,451,728	45,428,608
TOTAL JUSTICE & LAW ENFORCEMENT	242,705,495	54,555,557	297,261,052

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Revenues
<u>JUSTICE & LAW ENFORCEMENT</u>			
<u>CLERK OF SUPERIOR COURT</u>			
ADMINISTRATION	2,425,774		2,425,774
CRIMINAL SERVICES		800	800
FINANCIAL SERVICES	328,000	63,100	391,100
INFORMATION TECHNOLOGY		295,000	295,000
RECORDS RETENTION		664,500	664,500
TOTAL CLERK OF SUPERIOR COURT	2,753,774	1,023,400	3,777,174
<u>CONSTABLES</u>			
CONSTABLES	361,390		361,390
TOTAL CONSTABLES	361,390		361,390
<u>COUNTY ATTORNEY</u>			
CIVIL LEGAL SERVICES		1,500	1,500
COMMUNITY SUPPORT		804,654	804,654
CRIMINAL PROSECUTION	64,900	10,006,776	10,071,676
TOTAL COUNTY ATTORNEY	64,900	10,812,930	10,877,830
<u>INDIGENT DEFENSE</u>			
LEGAL DEFENDER		15,100	15,100
PUBLIC DEFENDER	14,976	380,700	395,676
TOTAL INDIGENT DEFENSE	14,976	395,800	410,776
<u>JUSTICE COURT AJO</u>			
JUSTICE COURT AJO	238,455	11,000	249,455
JUSTICE COURT AJO TIME PAY FEES		8,400	8,400
TOTAL JUSTICE COURT AJO	238,455	19,400	257,855
<u>JUSTICE COURT GREEN VALLEY</u>			
JUSTICE COURT GREEN VALLEY	317,558	86,972	404,530
TOTAL JUSTICE COURT GREEN VALLEY	317,558	86,972	404,530
<u>JUSTICE COURTS TUCSON</u>			
ADMINISTRATION	4,998,692		4,998,692
COURT OPERATIONS	700,000	355,000	1,055,000
JUDICIAL OPERATIONS	168,000	728,253	896,253
TOTAL JUSTICE COURTS TUCSON	5,866,692	1,083,253	6,949,945
<u>JUVENILE COURT</u>			
ADMINISTRATIVE SERVICES	1,100	194,112	195,212
CHILDREN & FAMILY SERVICES	30,000	1,046,807	1,076,807
DETENTION SERVICES	119,000	29,650	148,650
INFORMATION TECHNOLOGY AND RESEARCH		32,108	32,108
PROBATION SERVICES		8,855,131	8,855,131
TOTAL JUVENILE COURT	150,100	10,157,808	10,307,908
<u>OFFICE OF COURT APPOINTED COUNSEL</u>			
CONTRACT ATTORNEYS	823,454		823,454
PHOTO TRAFFIC ENFORCEMENT	1,871,810		1,871,810
TOTAL OFFICE OF COURT APPOINTED COUNSEL	2,695,264		2,695,264

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Total Revenues
<u>PUBLIC FIDUCIARY</u>			
BURIALS	15,000		15,000
MANDATED FIDUCIARY SERVICES	696,131		696,131
TOTAL PUBLIC FIDUCIARY	711,131		711,131
<u>SHERIFF</u>			
ADMINISTRATIVE	321,500	2,549,389	2,870,889
CORRECTIONS	7,927,000	2,419,388	10,346,388
FORFEITURES		50,000	50,000
HIDTA		2,650,870	2,650,870
INVESTIGATIONS	507,000	702,948	1,209,948
OPERATIONS	20,000	2,280,334	2,300,334
TOTAL SHERIFF	8,775,500	10,652,929	19,428,429
<u>SUPERIOR COURT</u>			
ADJUDICATION	543,050	1,422,173	1,965,223
ADULT PROBATION COURT SERVICES		1,981,421	1,981,421
ADULT PROBATION FIELD AND OPERATIONS		8,788,041	8,788,041
CONCILIATION COURT		692,839	692,839
INFORMATION SERVICES		479,000	479,000
LAW LIBRARY		271,050	271,050
TOTAL SUPERIOR COURT	543,050	13,634,524	14,177,574
TOTAL JUSTICE & LAW ENFORCEMENT	22,492,790	47,867,016	70,359,806

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
<u>JUSTICE & LAW ENFORCEMENT</u>	
<u>CLERK OF SUPERIOR COURT</u>	
ADMINISTRATION	9.5
CIVIL SERVICES	34.8
COURTROOM SERVICES	48.2
CRIMINAL SERVICES	14.0
FINANCIAL SERVICES	27.0
INFORMATION TECHNOLOGY	10.0
JUVENILE SERVICES	33.0
PROBATE SERVICES	6.0
RECORDS RETENTION	29.5
TOTAL CLERK OF SUPERIOR COURT	212.0
<u>CONSTABLES</u>	
CONSTABLES	13.0
TOTAL CONSTABLES	13.0
<u>COUNTY ATTORNEY</u>	
ADMINISTRATION	30.0
CIVIL LEGAL SERVICES	73.3
COMMUNITY SUPPORT	15.0
CRIMINAL PROSECUTION	349.6
TOTAL COUNTY ATTORNEY	467.9
<u>INDIGENT DEFENSE</u>	
LEGAL DEFENDER	43.0
PUBLIC DEFENDER	163.7
TOTAL INDIGENT DEFENSE	206.7
<u>JUSTICE COURT AJO</u>	
JUSTICE COURT AJO	10.6
JUSTICE COURT AJO TIME PAY FEES	1.0
TOTAL JUSTICE COURT AJO	11.6
<u>JUSTICE COURT GREEN VALLEY</u>	
JUSTICE COURT GREEN VALLEY	11.5
TOTAL JUSTICE COURT GREEN VALLEY	11.5
<u>JUSTICE COURTS TUCSON</u>	
ADMINISTRATION	28.0
COURT OPERATIONS	94.0
JUDICIAL OPERATIONS	14.0
TOTAL JUSTICE COURTS TUCSON	136.0

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
<u>JUVENILE COURT</u>	
ADMINISTRATIVE SERVICES	29.9
CHILDREN & FAMILY SERVICES	35.2
COURT SUPPORT SERVICES	17.5
DETENTION SERVICES	180.3
INFORMATION TECHNOLOGY AND RESEARCH	15.5
JUDICIAL SERVICES	24.4
PROBATION SERVICES	222.6
TOTAL JUVENILE COURT	525.4
<u>OFFICE OF COURT APPOINTED COUNSEL</u>	
OFFICE OF CHILDREN'S COUNSEL	11.0
OFFICE OF COURT APPOINTED COUNSEL	9.8
PHOTO TRAFFIC ENFORCEMENT	0.3
TOTAL OFFICE OF COURT APPOINTED COUNSEL	21.1
<u>PUBLIC FIDUCIARY</u>	
BURIALS	1.0
MANDATED FIDUCIARY SERVICES	34.5
TOTAL PUBLIC FIDUCIARY	35.5
<u>SHERIFF</u>	
ADMINISTRATIVE	182.0
CORRECTIONS	637.2
HIDTA	22.5
INVESTIGATIONS	203.0
OPERATIONS	373.5
TOTAL SHERIFF	1,418.2
<u>SUPERIOR COURT</u>	
ADJUDICATION	165.0
ADMINISTRATION	51.5
ADULT PROBATION COURT SERVICES	59.0
ADULT PROBATION FIELD AND OPERATIONS	233.5
CONCILIATION COURT	22.0
FILL THE GAP - OTHER COURT DEPARTMENTS	11.1
INFORMATION SERVICES	25.8
LAW LIBRARY	4.0
PRETRIAL SERVICES	48.0
TRIAL SERVICES	47.0
TOTAL SUPERIOR COURT	666.9
TOTAL JUSTICE & LAW ENFORCEMENT	3,725.8

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

Clerk of the Superior Court

Expenditures: 11,373,431

FTEs 212.0

Revenues: 3,777,174

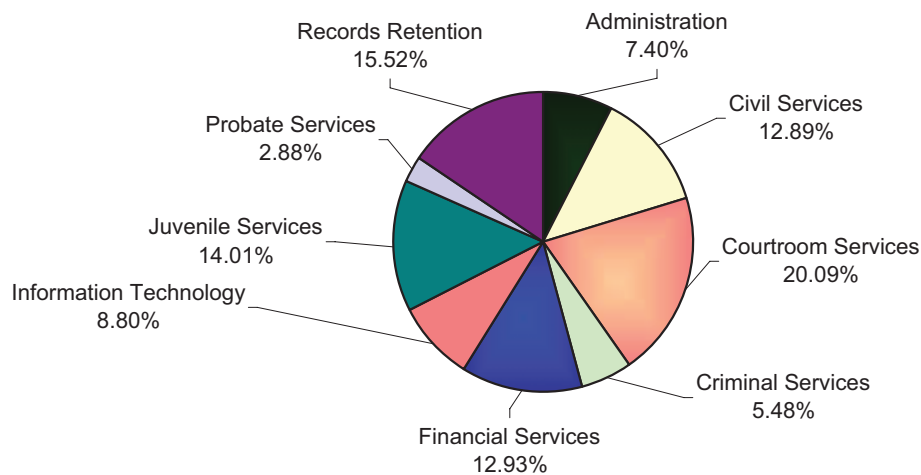
Function Statement:

Maintain and hold accessible for the public and the court all Pima County division records of the Superior Court. Assist the public and all parties dealing with the court system. Establish, execute, and administer policies and procedures in compliance with the statutes of the state of Arizona and the Judicial Merit System. Coordinate the prompt and orderly disposition of the business of the court with the presiding judge and court administrator. Collect and disburse fees. Monitor the department's revenues and expenditures. Provide clerk services during trials and other proceedings. Receive, record, and disburse all court ordered payments of child support, spousal maintenance, and special paternity. Maintain permanent civil, probate, criminal, and child support case files.

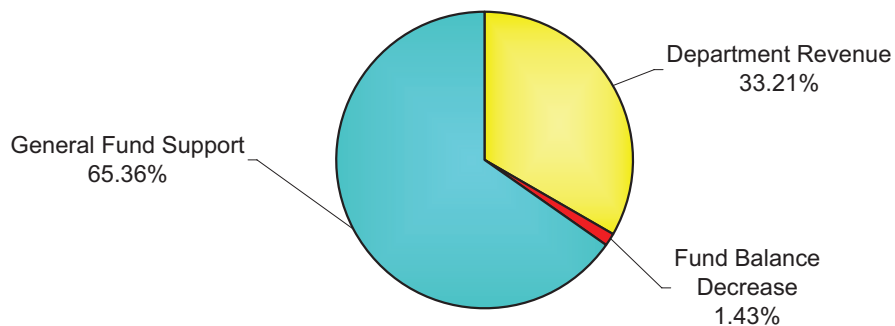
Mandates:

ARS Title 12, Chapter 2, Article 8: Clerk of the Superior Court

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: CLERK OF SUPERIOR COURT

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
ADMINISTRATION	675,248	632,850	841,383
CIVIL SERVICES	1,460,480	1,459,075	1,466,082
COURTROOM SERVICES	2,232,367	2,334,869	2,285,191
CRIMINAL SERVICES	703,670	715,910	623,603
FINANCIAL SERVICES	1,478,234	1,532,039	1,470,377
INFORMATION TECHNOLOGY	726,641	1,040,568	1,000,456
JUVENILE SERVICES	1,594,890	1,553,067	1,593,296
PROBATE SERVICES	317,350	325,478	328,061
RECORDS RETENTION	1,754,603	1,885,094	1,764,982
Total Expenditures	10,943,483	11,478,950	11,373,431
Funding by Source			
Revenues			
ADMINISTRATION	3,185,126	2,426,774	2,425,774
CRIMINAL SERVICES	203	800	800
FINANCIAL SERVICES	599,537	391,100	391,100
INFORMATION TECHNOLOGY	290,065	295,000	295,000
RECORDS RETENTION	871,813	664,500	664,500
Total Revenues	4,946,744	3,778,174	3,777,174
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(341,764)	413,993	162,276
General Fund Support	6,338,503	7,286,783	7,433,981
Total Program Funding	10,943,483	11,478,950	11,373,431
Staffing (FTEs) by Program			
ADMINISTRATION	7.0	9.3	9.5
CIVIL SERVICES	37.6	33.5	34.8
COURTROOM SERVICES	44.7	49.4	48.2
CRIMINAL SERVICES	16.1	16.2	14.0
FINANCIAL SERVICES	29.0	27.1	27.0
INFORMATION TECHNOLOGY	12.0	9.2	10.0
JUVENILE SERVICES	33.1	31.7	33.0
PROBATE SERVICES	6.0	6.0	6.0
RECORDS RETENTION	32.0	30.2	29.5
Total Staffing (FTEs)	217.5	212.6	212.0

Program Summary

Department: CLERK OF SUPERIOR COURT

Program: ADMINISTRATION

Function

Provide administrative, managerial, and human resources support for all operations of the department. Provide quality, accessible, and streamlined court related services to the judicial system and the public by operating in an environment of accountability. Develop strong, competent, open, and trusting partnerships which facilitate and exemplify government service.

Description of Services

Administer, direct, and manage all areas 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 to ensure efficient and cost effective service to the courts and court partners. Provide all departmental 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, and monitor personnel
- Complete employee evaluations for all personnel

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Sanctions imposed on department for non-compliance of mandates	0	0	0
Training sessions conducted	26	30	32
Employee evaluations completed	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	581,403	548,666	743,579
SUPPLIES AND SERVICES	80,540	84,184	97,804
CAPITAL OUTLAY	13,305	0	0
Total Program Expenditures	675,248	632,850	841,383

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	1,441,706	1,098,174	1,098,174
FINES AND FORFEITS	1,737,727	1,322,000	1,322,000
INTEREST	2,334	5,600	5,600
MISCELLANEOUS	3,359	0	0
Operating Revenue Sub-Total	3,185,126	2,425,774	2,425,774
INTEREST	0	1,000	0
Grant Revenue Sub-Total	0	1,000	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	15,289	(1,000)	0
General Fund Support	(2,525,167)	(1,792,924)	(1,584,391)
Total Program Funding	675,248	632,850	841,383

Program Staffing (FTEs)	7.0	9.3	9.5

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 within one day

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Orders of protection issued monthly	220	225	230
Percent of civil filings placed in drop box	54%	55%	65%
Percent of civil filings processed within 1 day	99%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,379,300	1,335,375	1,326,989
SUPPLIES AND SERVICES	81,180	123,700	139,093
Total Program Expenditures	1,460,480	1,459,075	1,466,082

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	1,460,480	1,459,075	1,466,082
Total Program Funding	1,460,480	1,459,075	1,466,082

Program Staffing (FTEs)	37.6	33.5	34.8

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
- Ensure customer satisfaction with services
- Provide timely processing of all court documents

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Accuracy rate of court documents	99%	99%	100%
Court documents processed on time	98%	96%	100%
Customer service ratings of satisfactory or higher	97%	98%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	2,168,555	2,248,830	2,189,491
SUPPLIES AND SERVICES	63,812	86,039	95,700
Total Program Expenditures	2,232,367	2,334,869	2,285,191

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	2,232,367	2,334,869	2,285,191
Total Program Funding	2,232,367	2,334,869	2,285,191

Program Staffing (FTEs)	44.7	49.4	48.2

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 with court records needed to supervise their probation caseloads
- Maintain and keep current all probationer case files relating to court orders and assessments
- Collect court ordered assessments

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Criminal case files updated monthly	2,565	2,650	2,650
Assessment payments collected monthly	966	1,000	1,000
Probation reports generated monthly	315	360	375
Percent of probation case files that are current	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	667,868	671,168	570,345
SUPPLIES AND SERVICES	35,802	44,742	53,258
Total Program Expenditures	703,670	715,910	623,603

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTEREST	203	800	800
Special Programs Revenue Sub-Total	203	800	800
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(101)	(494)	(800)
General Fund Support	703,568	715,604	623,603
Total Program Funding	703,670	715,910	623,603

Program Staffing (FTEs)	16.1	16.2	14.0

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 federal Title 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. Maintain and monitor budget for all areas.

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
- Monitor expenses and revenue in order to comply with budget
- Meet statutory deadlines for court related matters
- Enhance cash management services
- Initiate quarterly probation billings

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
New deferred payment cases established monthly	144	150	165
Billings sent to probationers per quarter	1,216	1,300	1,350
Monthly financial reports submitted on time	100%	100%	100%
Budget compliance	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,282,744	1,314,586	1,264,477
SUPPLIES AND SERVICES	195,490	217,453	205,900
Total Program Expenditures	1,478,234	1,532,039	1,470,377

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	484,282	300,000	300,000
MISCELLANEOUS	44,658	28,000	28,000
Operating Revenue Sub-Total	528,940	328,000	328,000
INTERGOVERNMENTAL	41,174	27,000	27,000
CHARGES FOR SERVICES	25,251	23,000	23,000
INTEREST	4,172	13,100	13,100
Special Programs Revenue Sub-Total	70,597	63,100	63,100
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	16,649	27,832	23,763
General Fund Support	862,048	1,113,107	1,055,514
Total Program Funding	1,478,234	1,532,039	1,470,377

Program Staffing (FTEs)	29.0	27.1	27.0

Program Summary

Department: CLERK OF SUPERIOR COURT

Program: INFORMATION TECHNOLOGY

Function

Provide for the design, development, implementation, support, and management of computerized information systems (software applications 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 prompt and efficient distribution of court generated documents to 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

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Respond to call center inquiries within 30 minutes	100%	100%	100%
Security system maintained 24 hours a day	100%	100%	100%
Computer systems updated as needed	95%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	636,042	613,050	628,106
SUPPLIES AND SERVICES	42,921	85,918	67,350
CAPITAL OUTLAY	47,678	341,600	305,000
Total Program Expenditures	726,641	1,040,568	1,000,456

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	273,999	235,000	235,000
INTEREST	16,064	60,000	60,000
MISCELLANEOUS	2	0	0
Special Programs Revenue Sub-Total	290,065	295,000	295,000
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(141,494)	305,811	187,683
General Fund Support	578,070	439,757	517,773
Total Program Funding	726,641	1,040,568	1,000,456

Program Staffing (FTEs)	12.0	9.2	10.0

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 procedures; and comply with all constitutional, state, federal, Supreme Court, Appeals Court, local court, and County laws, ordinances, and policies. Distribute minute entries and other court documents 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

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Delinquency cases processed within 24 hours	100%	100%	100%
Case files provided prior to daily court hearings	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,535,496	1,467,767	1,494,935
SUPPLIES AND SERVICES	59,394	85,300	98,361
Total Program Expenditures	1,594,890	1,553,067	1,593,296

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	1,594,890	1,553,067	1,593,296
Total Program Funding	1,594,890	1,553,067	1,593,296

Program Staffing (FTEs)	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
	33.1	31.7	33.0

Program Summary

Department: CLERK OF SUPERIOR COURT

Program: PROBATE SERVICES

Function

Oversee all probate cases and all minor and adult guardian and conservator cases. Perform data entry and maintain 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 all letters of administration daily

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Cases submitted through e-filing per month	98	100	125
Letters of administration issued on time	100%	100%	100%
Guardianship cases processed on time	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	297,944	298,847	301,397
SUPPLIES AND SERVICES	19,406	26,631	26,664
Total Program Expenditures	317,350	325,478	328,061

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	317,350	325,478	328,061
Total Program Funding	317,350	325,478	328,061

Program Staffing (FTEs)	6.0	6.0	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 for correctness 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

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Documents checked before placing in storage	100%	100%	100%
Old files scanned into AGAVE system	95%	98%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,089,926	1,150,009	1,129,953
SUPPLIES AND SERVICES	664,677	735,085	480,929
CAPITAL OUTLAY	0	0	154,100
Total Program Expenditures	1,754,603	1,885,094	1,764,982

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	228	0	0
Operating Revenue Sub-Total	228	0	0
CHARGES FOR SERVICES	847,394	611,000	611,000
INTEREST	24,191	53,500	53,500
Special Programs Revenue Sub-Total	871,585	664,500	664,500
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(232,107)	81,844	(48,370)
General Fund Support	1,114,897	1,138,750	1,148,852
Total Program Funding	1,754,603	1,885,094	1,764,982

Program Staffing (FTEs)	32.0	30.2	29.5

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Constables

Expenditures: 1,086,631

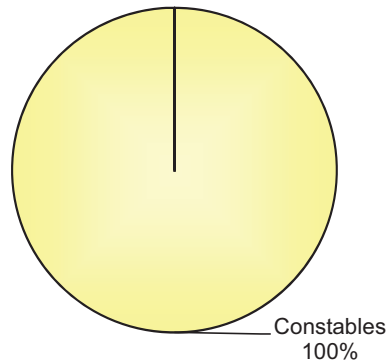
FTEs 13.0

Revenues: 361,390

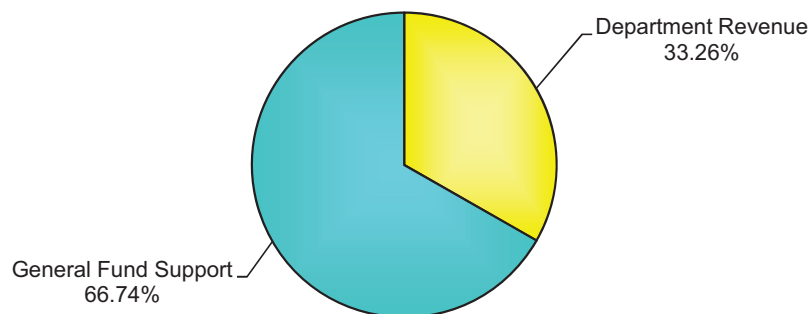
Function Statement: Act as Peace Officer for the Justice Courts. Serve criminal and civil summons. Evict tenants under writs of restitution. Collect debts on writs of execution. Serve restraining orders. Perform arrests and bring defendants to court on civil warrants.

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**

	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Expenditures by Program			
CONSTABLES	990,300	1,038,444	1,086,631
Total Expenditures	990,300	1,038,444	1,086,631
Funding by Source			
Revenues			
CONSTABLES	379,039	361,390	361,390
Total Revenues	379,039	361,390	361,390
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	611,261	677,054	725,241
Total Program Funding	990,300	1,038,444	1,086,631
Staffing (FTEs) by Program			
CONSTABLES	13.0	13.0	13.0
Total Staffing (FTEs)	13.0	13.0	13.0

Program Summary

Department: CONSTABLES

Program: 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 papers from the justice courts, as well as from other counties and states
- Improve efficiency of service to the precincts
- Improve the quality of service to the community

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Percent of civil papers served	95%	95%	93%
Percent of civil fees collected	97%	97%	97%
Percent of criminal papers served	76%	76%	76%
Percent of domestic violence/harassment orders served	87%	87%	83%
Attempts to serve Justice Court papers	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	868,698	898,669	937,628
SUPPLIES AND SERVICES	110,492	139,775	149,003
CAPITAL OUTLAY	11,110	0	0
Total Program Expenditures	990,300	1,038,444	1,086,631

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	44,839	0	0
CHARGES FOR SERVICES	283,019	323,490	323,490
MISCELLANEOUS	51,181	37,900	37,900
Operating Revenue Sub-Total	379,039	361,390	361,390
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	611,261	677,054	725,241
Total Program Funding	990,300	1,038,444	1,086,631

Program Staffing (FTEs)	13.0	13.0	13.0

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County Attorney

Expenditures: 32,502,234

FTEs 467.9

Revenues: 10,877,830

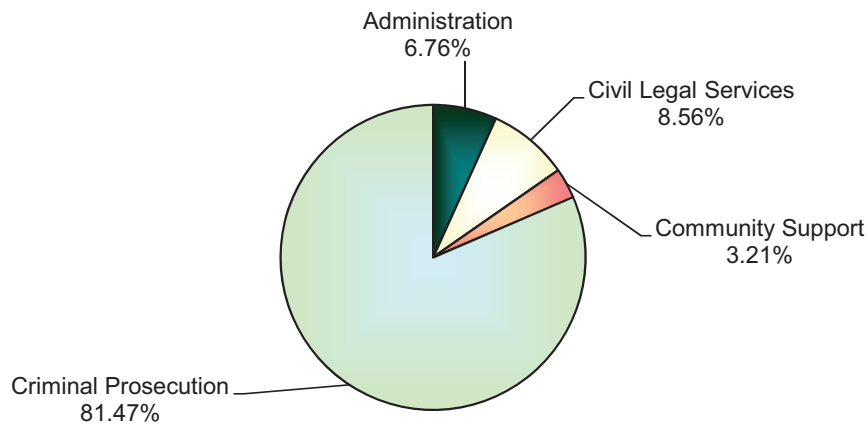
Function Statement:

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 and representation to the Board of Supervisors, County departments, and other entities. Provide advocacy and crisis intervention for victims and witnesses via the Victim Services Division. Investigate and prosecute racketeering crime, and administer resources for all Pima County law enforcement agencies via the Antiracketeering Program. Assist County residents and merchants in collecting bad check restitution via the Bad Check Program. Operate 88-Crime telephone hotline 24 hours a day, receiving citizen tips to assist in solving crimes. Support and administer youth related programs by working with nonprofit agencies. Provide community protection by working with neighborhoods in order to reduce trends in youth violence, increase public safety, and reduce crime. Administer the Adult Diversion Program as an alternative to prosecution.

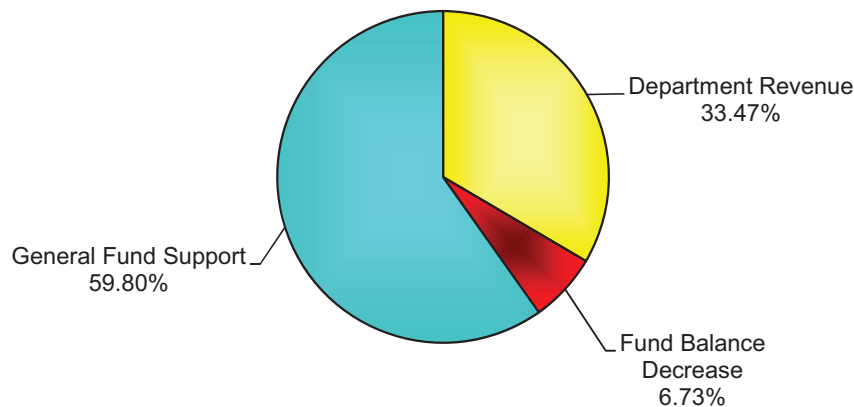
Mandates:

ARS Title 11, Chapter 3, Article 6: County Attorney; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: COUNTY ATTORNEY

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
ADMINISTRATION	2,098,454	2,123,281	2,198,383
CIVIL LEGAL SERVICES	2,443,809	3,007,291	2,781,489
COMMUNITY SUPPORT	842,928	772,487	1,042,791
CRIMINAL PROSECUTION	22,341,038	24,799,582	26,479,571
Total Expenditures	27,726,229	30,702,641	32,502,234
Funding by Source			
Revenues			
ADMINISTRATION	247	0	0
CIVIL LEGAL SERVICES	11,566	5,000	1,500
COMMUNITY SUPPORT	468,122	530,445	804,654
CRIMINAL PROSECUTION	11,358,806	9,638,420	10,071,676
Total Revenues	11,838,741	10,173,865	10,877,830
Net Operating Transfers In/(Out)	(366,418)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(2,348,200)	1,293,521	2,187,267
General Fund Support	18,602,106	19,235,255	19,437,137
Total Program Funding	27,726,229	30,702,641	32,502,234
Staffing (FTEs) by Program			
ADMINISTRATION	29.0	29.0	30.0
CIVIL LEGAL SERVICES	74.3	73.3	73.3
COMMUNITY SUPPORT	17.0	15.0	15.0
CRIMINAL PROSECUTION	328.0	340.3	349.6
Total Staffing (FTEs)	448.3	457.6	467.9

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 and Board of Supervisors Policies. Coordinate activities with County Administration departments. 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 ensure compliance with federal and state guidelines, laws, statutes, and local mandates (including Pima County Board of Supervisors Policies, Pima County Administrative Procedures, Pima County Merit System Rules & Personnel Policies, and departmental policies and procedures).

Program Goals and Objectives

- Submit bi-weekly payroll to the Finance Department by established deadlines
- 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 and to provide additional resources for each program area
- Maintain 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
- 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

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Biweekly payroll submitted on time	100%	100%	100%
Financial reports submitted on time	910	1,000	1,100
Witness travel and victim arrangements completed in a timely manner	100%	100%	100%
Increase in volunteers recruited/trained	11%	15%	20%
Help Desk ticket satisfaction (1:bad - 5:good)	4.70	4.75	4.80
Network infrastructure uptime (% of 24/7)	99.93%	99.95%	99.95%
Unscheduled network downtime (hours)	6	2	2
Software development schedule adherence	75%	85%	90%
Application training satisfaction (1:bad - 5:good)	4.78	4.80	4.82

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,797,609	1,867,545	2,016,290
SUPPLIES AND SERVICES	296,275	255,736	182,093
CAPITAL OUTLAY	4,570	0	0
Total Program Expenditures	2,098,454	2,123,281	2,198,383

Program Funding by Source

Revenues			
MISCELLANEOUS	247	0	0
Operating Revenue Sub-Total	247	0	0
Net Operating Transfers In/(Out)	(1,748)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	2,099,955	2,123,281	2,198,383
Total Program Funding	2,098,454	2,123,281	2,198,383

Program Staffing (FTEs)	29.0	29.0	30.0

Program Summary

Department: COUNTY ATTORNEY

Program: CIVIL LEGAL SERVICES

Function

Serve as in-house legal counsel to Pima County government by providing legal advice to, and legal representation on behalf of, the Pima County Board of Supervisors, other Pima County Elected Officials (including the Assessor, County Attorney, Justices of the Peace, 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 client representatives; 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. Provide 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 division from representing Pima County in a particular matter, enlist the services of competent outside legal counsel and prepare and monitor contracts necessary to employ such outside counsel on behalf of Pima County. Serve the public with integrity by fostering ethical, effective, and efficient government through the provision of the highest quality legal services.

Program Goals and Objectives

- Provide quality legal defense in legal actions brought against Pima County
- Provide timely, accurate, and complete legal advice to Pima County
- Provide quality legal prosecution of County code violations in civil and administrative actions brought on behalf of Pima County
- Provide quality legal investigation and prosecution of violations in the employer sanctions laws on behalf of Pima County
- Provide timely and thorough review of and make necessary revisions to contracts, intergovernmental agreements, ordinances, and resolutions
- 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	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Savings from successful legal defense	92%	82%	91%
Satisfactory or above ratings on client evaluations for defense of legal proceedings	99%	99%	99%
Revenues and/or fines collected by County entities as a result of Civil Legal Services involvement	\$7,482,788	\$4,477,203	\$4,701,063
Cases in which the County prevails in obtaining requested relief	75%	75%	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	832	640	736
Satisfactory or above ratings on client evaluations for legal advice and consultation	98%	99%	99%
Routine contracts/amendments/IGAs reviewed	1,100	2,500	2,500
Hours of client education training provided	102	109	101
Satisfactory or above ratings on client evaluation of investigation and prosecution of violations in employer sanctions laws	99%	99%	99%

Program Summary

Department: COUNTY ATTORNEY

Program: CIVIL LEGAL SERVICES

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	2,401,262	2,994,726	2,764,781
SUPPLIES AND SERVICES	34,736	12,565	16,708
CAPITAL OUTLAY	7,811	0	0
Total Program Expenditures	2,443,809	3,007,291	2,781,489
Program Funding by Source			
Revenues			
MISCELLANEOUS	4,416	0	0
Operating Revenue Sub-Total	4,416	0	0
INTEREST	7,150	5,000	1,500
Special Programs Revenue Sub-Total	7,150	5,000	1,500
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	7,404	318,406	214,141
General Fund Support	2,424,839	2,683,885	2,565,848
Total Program Funding	2,443,809	3,007,291	2,781,489
Program Staffing (FTEs)	74.3	73.3	73.3

Program Summary

Department: COUNTY ATTORNEY

Program: COMMUNITY SUPPORT

Function

Operate 88-Crime receiving citizen tips to assist solving crimes. Assist Pima County residents and businesses by collecting payment for victims who have received bad checks. Ensure that defendants are held accountable and provide a diversion option from prosecution via the Bad Check Program. Support and administer youth related programs working with nonprofit agencies. Provide community protection by working with neighborhoods 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. 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.

Program Goals and Objectives

- Work with the schools in the community bringing the Campus Crime Stopper Program into the schools
- Increase community use of hotline
- Increase participation at community events by 88-Crime
- Increase the number of participants in the Bad Check Program
- Maintain the amount of restitution returned to victims of bad checks submitted
- Provide and increase the number of Communities Addressing Responsible Gun Ownership (CARGO) presentations designed to promote gun safety awareness
- 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
- 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

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Hotline and 88-crime office calls	20,476	23,795	27,649
Attendees at community events	26,901	17,208	17,220
Presentations made at community events	288	300	312
Bad Check Program participants	8,120	8,473	8,500
Bad checks submitted	5,831	3,675	3,700
Restitution collected for victims of bad checks	\$1,148,934	\$924,219	\$925,000
Percent of checks collected of those submitted	100%	100%	100%
CARGO presentations	5	4	10
Gun locks donated	7,584	4,066	9,500
CJB/staff training programs	24	35	35
Community Justice Boards	21	21	26

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	729,018	697,453	655,025
SUPPLIES AND SERVICES	113,910	75,034	386,366
CAPITAL OUTLAY	0	0	1,400
Total Program Expenditures	842,928	772,487	1,042,791

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	82	0	0
Operating Revenue Sub-Total	82	0	0
FINES AND FORFEITS	461,375	523,401	398,500
INTEREST	731	1,000	300
Special Programs Revenue Sub-Total	462,106	524,401	398,800

Program Summary

Department: COUNTY ATTORNEY

Program: COMMUNITY SUPPORT

INTERGOVERNMENTAL	5,544	5,044	404,854
INTEREST	390	1,000	1,000
Grant Revenue Sub-Total	5,934	6,044	405,854
Net Operating Transfers In/(Out)	54	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	76,911	(11,206)	28,940
General Fund Support	297,841	253,248	209,197
Total Program Funding	842,928	772,487	1,042,791
Program Staffing (FTEs)	17.0	15.0	15.0

Program Summary

Department: COUNTY ATTORNEY

Program: CRIMINAL PROSECUTION

Function

Represent the state in felony and juvenile matters occurring throughout Pima County and all misdemeanor cases occurring in unincorporated areas of Pima County. Provide advocacy and crisis intervention for victims and witnesses via the Victim Services Division.

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 a 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. 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.

Program Goals and Objectives

- Hold criminals accountable for violations of the law by investigating and prosecuting criminal cases in a manner that maximizes public safety
- Review all felony cases presented by law enforcement to determine whether or not the admissible evidence is sufficient to file criminal charges
- 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 day and night 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, along with specialized domestic violence response for victims and their children and comprehensive advocacy services for these victims in the dedicated Pima County Domestic Violence Court
- Ensure the rights of victims as dictated by the Arizona constitution
- Provide court room support and assistance to victims and witnesses at legal proceedings, hearings and trials
- Provide a Victim Services representative at initial appearances to ensure that victims have an opportunity to appear and be heard concerning the conditions of release for the accused
- Provide 24 hour/7 day a week crisis response to victims as requested by law enforcement
- Ensure victim compensation claims are processed within 60 days of the receipt of claim
- Administer and distribute Crime Victim Compensation Fund monies to victims in a timely manner
- Sustain a viable volunteer crisis advocate program that provides 24 hour response to all victims of crime and their families
- Provide comprehensive legal training and advice for prosecutors, staff, law enforcement, and other criminal justice agencies
- Administer antiracketeering revolving funds for their proper use and intended purposes for local law enforcement agencies

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Felony cases presented for review by law enforcement	10,038	10,500	9,800
Percent of violent, dangerous, repetitive offenders tried	67.1%	68.5%	70.0%
Juvenile cases presented for review by law enforcement	7,745	8,000	7,500
Requests for investigative services	11,217	12,000	12,000
Misdemeanor cases filed by law enforcement and prosecuted in Justice Court	21,506	22,000	23,000
Written victim notifications	182,201	195,000	200,000
Victim restitutions processed within guidelines	100%	100%	100%
Initial appearance hearings (two per day) attended	730	730	730
Total number of services provided to victims by victim advocates	25,040	25,950	25,950
Cost savings achieved by using a volunteer force to help provide victim services	\$605,232	\$612,000	\$612,000
Average number of days to process claims	26	28	30
Percent of claims processed within 60 days	100%	100%	100%

Program Summary

Department: COUNTY ATTORNEY

Program: CRIMINAL PROSECUTION

Total claims processed	300	396	400
Total volunteer hours	33,624	34,000	34,000
Legal reviews and corresponding disbursements of funds to local law enforcement agencies	185	193	189
Criminal call outs provided (on-scene)	48	55	60
Criminal call outs provided (after hour calls)	160	175	175
Total number of victims served by victim advocates	7,716	8,000	8,000
Total number of victim contacts by advocates	18,670	19,300	19,300

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	16,227,592	19,020,216	19,699,123
SUPPLIES AND SERVICES	5,835,834	5,537,435	6,561,448
CAPITAL OUTLAY	277,612	241,931	219,000
Total Program Expenditures	22,341,038	24,799,582	26,479,571
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	27,420	9,670	24,900
MISCELLANEOUS	60,073	40,000	40,000
Operating Revenue Sub-Total	87,493	49,670	64,900
INTERGOVERNMENTAL	2,056,339	1,809,900	1,775,822
FINES AND FORFEITS	32,851	25,000	18,000
INTEREST	117,135	135,400	57,700
MISCELLANEOUS	6,075,003	3,464,100	3,463,600
MEMO REVENUE	6,085	0	0
Special Programs Revenue Sub-Total	8,287,413	5,434,400	5,315,122
INTERGOVERNMENTAL	2,974,364	4,138,350	4,682,654
INTEREST	9,502	16,000	9,000
MISCELLANEOUS	34	0	0
Grant Revenue Sub-Total	2,983,900	4,154,350	4,691,654
Net Operating Transfers In/(Out)	(364,724)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(2,432,515)	986,321	1,944,186
General Fund Support	13,779,471	14,174,841	14,463,709
Total Program Funding	22,341,038	24,799,582	26,479,571
Program Staffing (FTEs)	328.0	340.3	349.6

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Indigent Defense

Expenditures: 16,627,845

FTEs 206.7

Revenues: 410,776

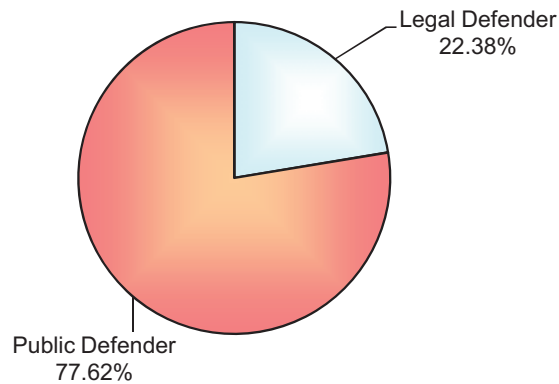
Function Statement:

Provide quality legal representation in an efficient, cost effective manner for indigent individuals entitled to appointed counsel. Provide representation in the Superior Court, Juvenile Court, Justice Courts, the Arizona Court of Appeals, Arizona Supreme Court and, in certain circumstances, the federal courts.

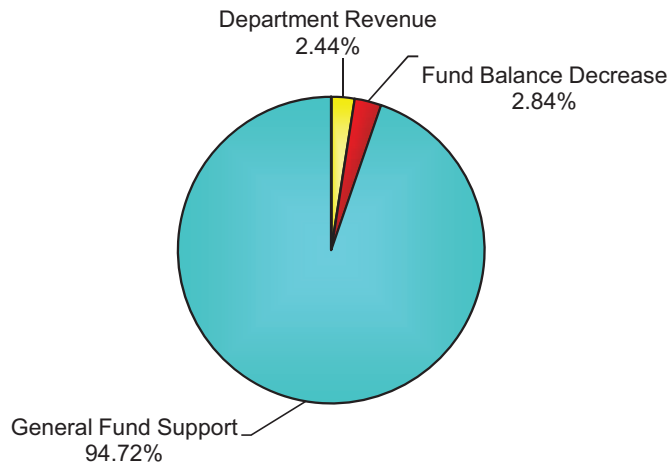
Mandates:

The 6th and 14th Amendments of the US Constitution, Article 2, Section 24 of the Arizona Constitution, ARS Title 11, Chapter 3, Article 11: Public Defenders; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 8: Children

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: INDIGENT DEFENSE

	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Expenditures by Program			
LEGAL DEFENDER	3,086,773	3,277,930	3,721,997
PUBLIC DEFENDER	12,475,664	12,977,901	12,905,848
Total Expenditures	15,562,437	16,255,831	16,627,845
Funding by Source			
Revenues			
LEGAL DEFENDER	13,945	12,400	15,100
PUBLIC DEFENDER	404,703	363,850	395,676
Total Revenues	418,648	376,250	410,776
Net Operating Transfers In/(Out)	(719,564)	(490,436)	(176,717)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	634,325	1,106,277	476,870
General Fund Support	15,229,028	15,263,740	15,916,916
Total Program Funding	15,562,437	16,255,831	16,627,845
Staffing (FTEs) by Program			
LEGAL DEFENDER	40.0	39.0	43.0
PUBLIC DEFENDER	168.0	163.8	163.7
Total Staffing (FTEs)	208.0	202.8	206.7

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. Provide the highest quality legal representation by recruiting and retaining the most qualified and productive employees through a competitive pay plan, rewarding work environment, and comprehensive training opportunities.

Program Goals and Objectives

- Maintain an attorney retention rate of at least 90%
- Provide legal representation to 20% of new indigent felony cases

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Attorney retention rate	100%	90%	90%
Percentage of new indigent felony initial appearance assignments	20%	19%	20%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	2,820,832	2,956,034	3,400,089
SUPPLIES AND SERVICES	265,941	321,896	304,452
CAPITAL OUTLAY	0	0	17,456
Total Program Expenditures	3,086,773	3,277,930	3,721,997

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	(46)	0	0
Operating Revenue Sub-Total	(46)	0	0
INTERGOVERNMENTAL	13,058	11,200	15,000
INTEREST	933	1,200	100
Special Programs Revenue Sub-Total	13,991	12,400	15,100
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	5,333	9,780	10,900
General Fund Support	3,067,495	3,255,750	3,695,997
Total Program Funding	3,086,773	3,277,930	3,721,997

Program Staffing (FTEs)	40.0	39.0	43.0

Program Summary

Department: INDIGENT DEFENSE

Program: PUBLIC DEFENDER

Function

Provide quality legal representation to defendants entitled to court appointed counsel.

Description of Services

Represent adults charged with felonies. Handle post conviction relief matters and probation revocation cases. Represent juveniles charged with delinquency and those facing transfer to adult courts. Provide the highest quality legal representation by recruiting and retaining the most qualified and productive employees through a competitive pay plan, rewarding work environment, and comprehensive training opportunities.

Program Goals and Objectives

- Maintain an attorney retention rate of at least 90%
- Provide mandated legal representation at a lower cost than the Office of Court Appointed Counsel
- Provide legal representation to 75% of new indigent felony cases

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Attorney retention rate	95%	97%	95%
Percentage of new indigent felony initial appearance assignments	70%	77%	75%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	11,185,088	11,112,347	11,389,015
SUPPLIES AND SERVICES	1,232,808	1,624,454	1,486,833
CAPITAL OUTLAY	57,768	241,100	30,000
Total Program Expenditures	12,475,664	12,977,901	12,905,848

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	7,944	14,400	14,976
MISCELLANEOUS	3,952	0	0
Operating Revenue Sub-Total	11,896	14,400	14,976
INTERGOVERNMENTAL	367,714	345,000	380,000
INTEREST	24,865	4,450	700
MISCELLANEOUS	228	0	0
Special Programs Revenue Sub-Total	392,807	349,450	380,700
Net Operating Transfers In/(Out)	(719,564)	(490,436)	(176,717)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	628,992	1,096,497	465,970
General Fund Support	12,161,533	12,007,990	12,220,919
Total Program Funding	12,475,664	12,977,901	12,905,848

Program Staffing (FTEs)	168.0	163.8	163.7

Justice Court Ajo

Expenditures: 745,608

FTEs 11.6

Revenues: 257,855

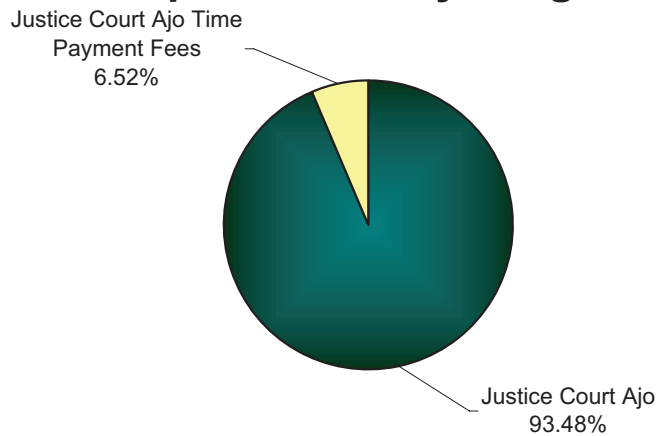
Function Statement:

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. Serve and protect society while offering selected offenders the opportunity to become law-abiding and productive citizens.

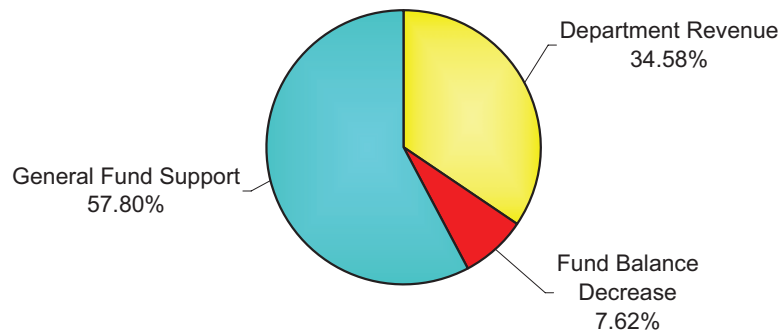
Mandates:

ARS Title 22: Justices of the Peace and Other Courts Not of Record; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries; ARS Title 28, Chapter 3: Traffic and Vehicle Regulation, Chapter 4: Driving Under the Influence, Chapter 5: Penalties and Procedures for Vehicle Violations

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: JUSTICE COURT AJO

	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Expenditures by Program			
JUSTICE COURT AJO	588,057	672,587	696,975
JUSTICE COURT AJO TIME PAY FEES	12,750	12,750	48,633
Total Expenditures	600,807	685,337	745,608
Funding by Source			
Revenues			
JUSTICE COURT AJO	271,528	244,222	249,455
JUSTICE COURT AJO TIME PAY FEES	6,181	8,908	8,400
Total Revenues	277,709	253,130	257,855
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(3,349)	842	56,783
General Fund Support	326,447	431,365	430,970
Total Program Funding	600,807	685,337	745,608
Staffing (FTEs) by Program			
JUSTICE COURT AJO	10.6	10.6	10.6
JUSTICE COURT AJO TIME PAY FEES	0.0	0.0	1.0
Total Staffing (FTEs)	10.6	10.6	11.6

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. Maintain orderly, complete, and accurate records. 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. 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. 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. 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

- Complete special projects within allotted time frames
- Comply with court policies and County policies and procedures
- Comply with the Minimum Accounting Standards for the State Auditor General and Supreme Court
- 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
- Complete docketing and minute entries prior to the conclusion of courtroom proceedings
- Initiate court action of debtors that have not paid by their payment due date
- Hold probationers accountable and offer rehabilitative services designed to reduce or eliminate future criminal activity
- Supervise DUI and domestic violence probationers to ensure compliance with court orders
- Ensure ongoing training is provided for judicial staff, probation personnel, and all court staff
- Ensure that the safety and security of internal and external customers is maintained

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Court staff compliant with Committee on Judicial Education and Training (COJET) standards	100%	100%	100%
Minimum accounting standards compliant	100%	100%	100%
Bonds exonerated and refunded	99%	99%	99%
Technical support error rate	5%	5%	5%
Probationers in behavioral health treatment	39	37	27
Misdemeanor cases per probation officer	44	39	30
Probationers requiring court assessment	89%	95%	90%
Warrants addressed	90%	90%	90%
Out of jurisdiction warrants	159	140	150
Defaults/suspensions/NRVC issued	795	766	780
Minute entries filed	3,190	3,274	3,232
Order to show cause/rev hearings	997	996	936
Pretrials	870	634	752
Telephone calls received	5,508	5,544	5,526

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	428,293	515,731	512,980
SUPPLIES AND SERVICES	159,764	156,856	173,995
CAPITAL OUTLAY	0	0	10,000
Total Program Expenditures	588,057	672,587	696,975

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted

Program Summary

Department: JUSTICE COURT AJO

Program: JUSTICE COURT AJO

Revenues			
INTERGOVERNMENTAL	19,489	18,119	15,352
CHARGES FOR SERVICES	35,702	19,613	26,914
FINES AND FORFEITS	200,938	203,140	195,839
MISCELLANEOUS	197	350	350
Operating Revenue Sub-Total	256,326	241,222	238,455
CHARGES FOR SERVICES	15,202	3,000	11,000
Special Programs Revenue Sub-Total	15,202	3,000	11,000
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(9,918)	(3,000)	16,550
General Fund Support	326,447	431,365	430,970
Total Program Funding	588,057	672,587	696,975
Program Staffing (FTEs)	10.6	10.6	10.6

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 all Justice Court time payment fees
- Comply with ARS Title 12, Chapter 116: Time Payment Fee

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Cases assessed time payment fee	1,709	1,656	1,682
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	0	0	35,883
SUPPLIES AND SERVICES	12,750	12,750	12,750
Total Program Expenditures	12,750	12,750	48,633
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	5,002	7,936	7,300
INTEREST	1,179	972	1,100
Special Programs Revenue Sub-Total	6,181	8,908	8,400
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	6,569	3,842	40,233
General Fund Support	0	0	0
Total Program Funding	12,750	12,750	48,633
Program Staffing (FTEs)	0.0	0.0	1.0

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Justice Court Green Valley

Expenditures: 523,913

FTEs 11.5

Revenues: 404,530

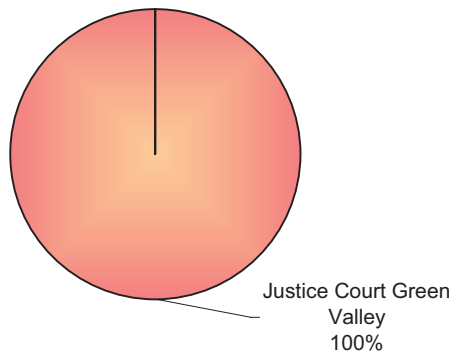
Function Statement:

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. Manage court services efficiently and effectively. Collect and disburse fees in compliance with statutes, County ordinances, and accounting standards set by the Supreme Court.

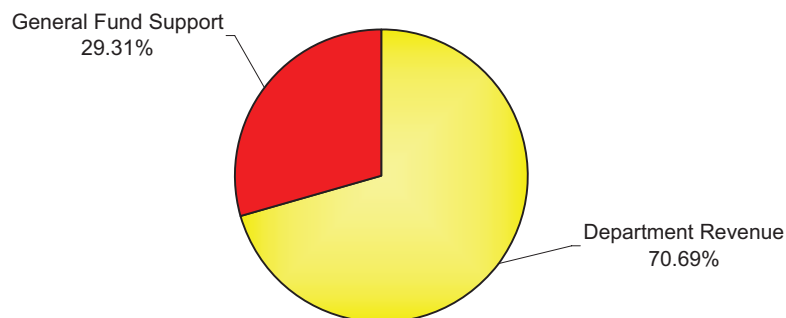
Mandates:

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

	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Expenditures by Program			
JUSTICE COURT GREEN VALLEY	488,429	512,439	523,913
Total Expenditures	488,429	512,439	523,913
Funding by Source			
Revenues			
JUSTICE COURT GREEN VALLEY	467,921	366,303	404,530
Total Revenues	467,921	366,303	404,530
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(61,683)	(40,382)	(48,357)
General Fund Support	82,191	186,518	167,740
Total Program Funding	488,429	512,439	523,913
Staffing (FTEs) by Program			
JUSTICE COURT GREEN VALLEY	9.5	11.5	11.5
Total Staffing (FTEs)	9.5	11.5	11.5

Program Summary

Department: JUSTICE COURT GREEN VALLEY

Program: JUSTICE COURT GREEN VALLEY

Function

Provide prompt and consistent delivery of services to the public, litigants, and attorneys within this judicial precinct in compliance with court mandates. Protect the children, families, and communities through the administration of justice and ensure the safety of everyone who works at and uses the Court. Be accountable and continue to improve communication with the community and the County.

Description of Services

Establish and administer policies and procedures in compliance with court mandates. Collect and disburse fees in compliance with the minimum accounting standards. Coordinate the prompt and orderly disposition of criminal, traffic, and civil cases. Adhere to court performance guidelines established in court rules, statutes, administrative orders, and guidelines of the Administrative Office of the Courts. Ensure that ethical standards established by the Commission of Judicial Conduct are followed. Provide financial management according to minimum accounting standards set by the Supreme Court, Pima County Financial Control and Reporting, and State Auditor General. Adhere to established operational guidelines as reviewed by the Court Services Division of the Supreme Court by measuring court performance and conducting court performance reviews and keeping statistics.

Program Goals and Objectives

- Review procedures and programs on a regular basis for cost savings and productivity improvements
- Provide courteous and accurate information to the public
- Provide security to the court facility, staff, and litigants
- Complete state mandated Court Ordered Judicial Education and Training (COJET)
- Provide prompt and orderly disposition of civil, criminal, and traffic cases
- Maintain orderly, complete, and accurate records
- Report defaulted cases to Fine/Fees and Restitution Enforcement program (FARE) for collection
- Continue with pro bono programs for mediation, victim rights advocates, mental health representation, and the homeless
- Perform internal audit every six months on all files

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Employees in compliance with state mandatory COJET training	100%	100%	100%
Case files found to be accurate	95%	99%	99%
Defaulted cases assigned to FARE	100%	100%	100%
Perform internal audit of all files every six months	95%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	394,490	440,196	451,818
SUPPLIES AND SERVICES	93,939	72,243	72,095
Total Program Expenditures	488,429	512,439	523,913

Program Funding by Source

Revenues			
INTERGOVERNMENTAL	19,543	18,166	18,166
CHARGES FOR SERVICES	39,893	22,940	49,392
FINES AND FORFEITS	283,278	250,000	250,000
MISCELLANEOUS	100	0	0
Operating Revenue Sub-Total	342,814	291,106	317,558
CHARGES FOR SERVICES	123,088	75,197	85,107
INTEREST	2,019	0	1,865
Special Programs Revenue Sub-Total	125,107	75,197	86,972
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(61,683)	(40,382)	(48,357)
General Fund Support	82,191	186,518	167,740
Total Program Funding	488,429	512,439	523,913

Program Staffing (FTEs)	9.5	11.5	11.5

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Justice Courts Tucson

Expenditures: **8,611,556**

FTEs **136.0**

Revenues: **6,949,945**

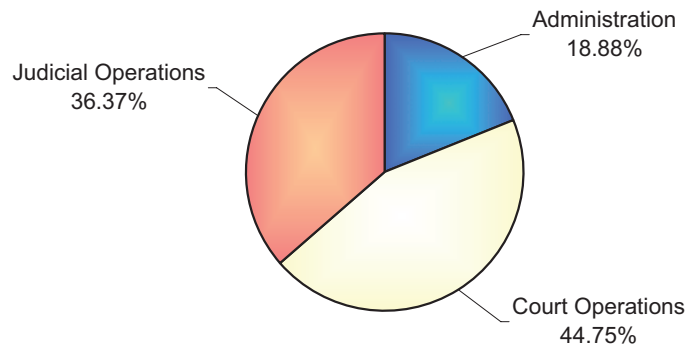
Function Statement:

Serve the public, litigants, and attorneys by providing prompt and orderly disposition of civil, criminal, and traffic cases. Maintain orderly, complete, and accurate records. Prepare statistical reports and other reports as prescribed by law. Collect, record, and disburse fees and fines in accordance with statutes, court orders, ordinances, and policy. Follow court performance guidelines set by court rules, statutes, administrative orders, and guidelines established by the Administrative Office of the Courts. Meet ethical standards for court staff and judges, as written and enforced by the Commission on Judicial Conduct. Accomplish financial management as guided and enforced by the Minimum Accounting Standards set by the Supreme Court and by the State Auditor General. Adhere to the established operational guidelines reviewed by the Court Services Division of the Supreme Court. Provide a safe and secure environment for employees, elected officials, and the public.

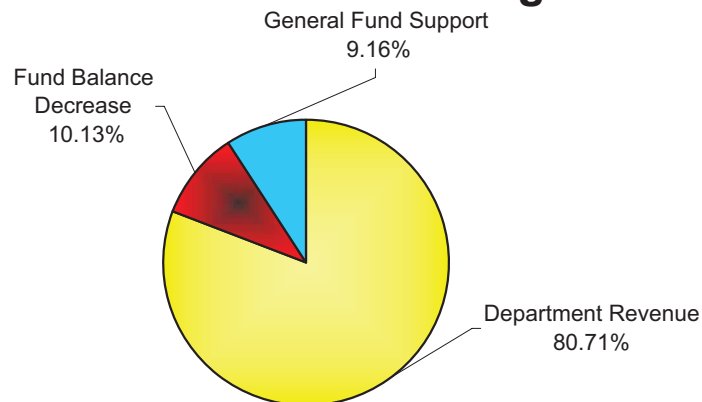
Mandates:

ARS Title 22: Justices of the Peace and Other Courts Not of Record; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries; ARS Title 28, Chapter 3: Traffic and Vehicle Regulation, Chapter 4: Driving Under the Influence, Chapter 5: Penalties and Procedures for Vehicle Violations

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: JUSTICE COURTS TUCSON

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
ADMINISTRATION	1,624,001	1,587,013	1,625,596
COURT OPERATIONS	3,714,066	3,822,297	3,853,523
JUDICIAL OPERATIONS	2,096,771	3,094,138	3,132,437
Total Expenditures	7,434,838	8,503,448	8,611,556
Funding by Source			
Revenues			
ADMINISTRATION	5,273,640	5,092,144	4,998,692
COURT OPERATIONS	1,166,812	920,000	1,055,000
JUDICIAL OPERATIONS	1,038,385	833,309	896,253
Total Revenues	7,478,837	6,845,453	6,949,945
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(428,033)	959,738	872,690
General Fund Support	384,034	698,257	788,921
Total Program Funding	7,434,838	8,503,448	8,611,556
Staffing (FTEs) by Program			
ADMINISTRATION	27.8	28.3	28.0
COURT OPERATIONS	98.3	93.7	94.0
JUDICIAL OPERATIONS	13.0	13.0	14.0
Total Staffing (FTEs)	139.1	135.0	136.0

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 collections of court ordered fines and assessments
- Ensure that the court maintains competitive salaries to attract and retain the most qualified and knowledgeable applicants
- Ensure safety of judiciary, staff, and users of the court system
- Maintain the court building in a manner that ensures that court proceedings are conducted in an atmosphere that reflects the dignity and professionalism of the third branch of government
- Maintain customer trust and confidence in the expenditure of taxpayer dollars
- Provide reliable, effective, and up-to-date technology services to the court in a timely manner in an effort to create greater efficiency and responsiveness

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
General Fund revenues collected	\$6,152,467	\$5,866,692	\$5,866,692
Positions managed	133	135	136
Public use of buildings	465,728	430,675	450,000

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,255,675	1,393,293	1,472,708
SUPPLIES AND SERVICES	349,326	193,720	152,888
CAPITAL OUTLAY	19,000	0	0
Total Program Expenditures	1,624,001	1,587,013	1,625,596

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	2,269,876	2,199,300	2,300,500
FINES AND FORFEITS	2,799,241	2,827,844	2,692,192
MISCELLANEOUS	204,523	65,000	6,000
Operating Revenue Sub-Total	5,273,640	5,092,144	4,998,692
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	(3,649,639)	(3,505,131)	(3,373,096)
Total Program Funding	1,624,001	1,587,013	1,625,596

Program Staffing (FTEs)	27.8	28.3	28.0

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

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Total filings	172,037	181,236	186,673
Dispositions	177,090	184,173	191,539
Pending cases	65,392	63,455	58,589
Civil traffic filings	110,942	115,000	120,000
Civil filings	17,419	18,000	19,000

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	3,310,488	3,483,426	3,541,569
SUPPLIES AND SERVICES	355,442	338,871	311,954
CAPITAL OUTLAY	48,136	0	0
Total Program Expenditures	3,714,066	3,822,297	3,853,523

Program Funding by Source

Revenues

CHARGES FOR SERVICES	709,206	586,000	700,000
MISCELLANEOUS	1,288	0	0
Operating Revenue Sub-Total	710,494	586,000	700,000
INTERGOVERNMENTAL	14,962	14,000	15,000
CHARGES FOR SERVICES	440,800	320,000	340,000
MISCELLANEOUS	556	0	0
Special Programs Revenue Sub-Total	456,318	334,000	355,000

Program Summary

Department: JUSTICE COURTS TUCSON

Program: COURT OPERATIONS

Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(20,196)	231,738	188,890
General Fund Support	2,567,450	2,670,559	2,609,633
Total Program Funding	<u>3,714,066</u>	<u>3,822,297</u>	<u>3,853,523</u>
Program Staffing (FTEs)	98.3	93.7	94.0

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
- Dispose of new cases in a timely manner

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Filings	172,037	181,236	186,673
Dispositions	177,090	184,173	191,539
Pending cases	65,392	63,455	58,589
Bench trials	1,065	1,107	1,151

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,306,320	1,343,137	1,424,868
SUPPLIES AND SERVICES	562,972	1,551,001	1,607,569
CAPITAL OUTLAY	227,479	200,000	100,000
Total Program Expenditures	2,096,771	3,094,138	3,132,437

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	168,436	188,548	168,000
CHARGES FOR SERVICES	(163)	0	0
MISCELLANEOUS	60	0	0
Operating Revenue Sub-Total	168,333	188,548	168,000
CHARGES FOR SERVICES	763,300	527,000	596,000
Special Programs Revenue Sub-Total	763,300	527,000	596,000
INTERGOVERNMENTAL	106,752	117,761	132,253
Grant Revenue Sub-Total	106,752	117,761	132,253
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(407,837)	728,000	683,800
General Fund Support	1,466,223	1,532,829	1,552,384
Total Program Funding	2,096,771	3,094,138	3,132,437

Program Staffing (FTEs)	13.0	13.0	14.0

Juvenile Court

Expenditures: 32,403,953

FTEs 525.4

Revenues: 10,307,908

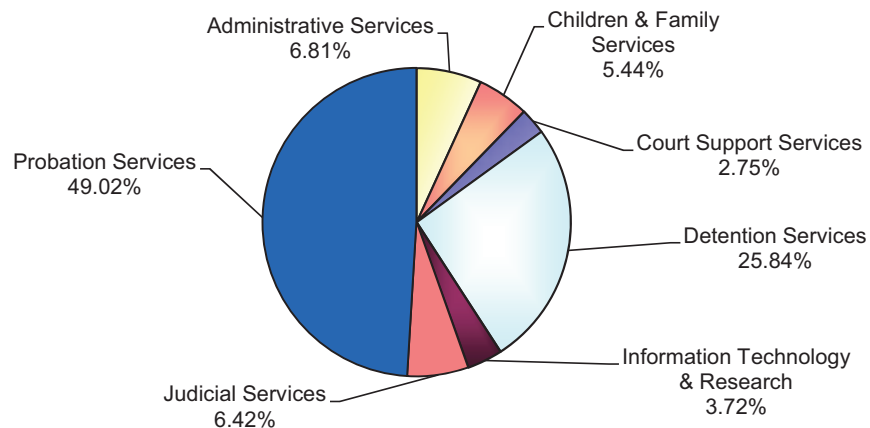
Function Statement:

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

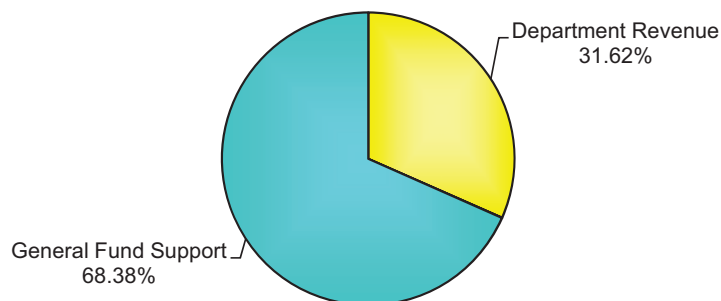
Mandates:

ARS Title 8: Children; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries; ARS Title 25: Marital and Domestic Relations

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: JUVENILE COURT

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
ADMINISTRATIVE SERVICES	1,825,435	1,729,078	2,206,191
CHILDREN & FAMILY SERVICES	1,762,259	1,334,513	1,762,751
COURT SUPPORT SERVICES	740,946	747,420	889,999
DETENTION SERVICES	7,923,400	8,693,314	8,371,749
INFORMATION TECHNOLOGY AND RESEARCH	1,831,388	1,168,360	1,206,230
JUDICIAL SERVICES	2,057,086	2,045,917	2,081,639
PROBATION SERVICES	15,634,254	16,314,351	15,885,394
Total Expenditures	31,774,768	32,032,953	32,403,953

Funding by Source			
Revenues			
ADMINISTRATIVE SERVICES	178,842	86,977	195,212
CHILDREN & FAMILY SERVICES	1,094,448	740,026	1,076,807
DETENTION SERVICES	209,476	160,572	148,650
INFORMATION TECHNOLOGY AND RESEARCH	151,224	38,648	32,108
JUDICIAL SERVICES	2	0	0
PROBATION SERVICES	9,076,004	9,066,164	8,855,131
Total Revenues	10,709,996	10,092,387	10,307,908
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(130,963)	141,301	(199,002)
General Fund Support	21,195,735	21,799,265	22,295,047
Total Program Funding	31,774,768	32,032,953	32,403,953

Staffing (FTEs) by Program			
ADMINISTRATIVE SERVICES	24.3	24.3	29.9
CHILDREN & FAMILY SERVICES	34.0	27.6	35.2
COURT SUPPORT SERVICES	15.3	15.4	17.5
DETENTION SERVICES	187.8	188.3	180.3
INFORMATION TECHNOLOGY AND RESEARCH	16.8	15.6	15.5
JUDICIAL SERVICES	24.4	24.4	24.4
PROBATION SERVICES	239.0	235.0	222.6
Total Staffing (FTEs)	541.6	530.6	525.4

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. Maintain facility, warehousing, and motor pool operations.

Program Goals and Objectives

- Provide oversight of court budget to ensure that expenditures are authorized and charged to the appropriate funding source and do not exceed budgetary limits
- Ensure compliance with grant funding agreements, statutes, and other guidelines including timely submission of required reports
- Ensure compliance with federal, state, and County laws and ordinances pertaining to facility management and safety
- Correct deficiencies in life and safety building inspections within five days of citing
- Provide preventive maintenance for all department equipment and vehicles in accordance with manufacturer recommendations

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Financial reports submitted on time	100%	100%	100%
Budget compliance	100%	100%	100%
Compliance with national, state, and local life safety standards	100%	100%	100%
Deficiencies in life and safety building inspections corrected within 5 days of citing	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,162,308	1,198,093	1,729,006
SUPPLIES AND SERVICES	583,775	530,985	474,641
CAPITAL OUTLAY	79,352	0	2,544
Total Program Expenditures	1,825,435	1,729,078	2,206,191

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	320	0	0
INTEREST	215	0	100
MISCELLANEOUS	1,462	1,000	1,000
Operating Revenue Sub-Total	1,997	1,000	1,100
INTERGOVERNMENTAL	139,249	74,620	183,140
MISCELLANEOUS	37,596	11,357	10,972
Grant Revenue Sub-Total	176,845	85,977	194,112
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	4,077	0	0
General Fund Support	1,642,516	1,642,101	2,010,979
Total Program Funding	1,825,435	1,729,078	2,206,191

Program Staffing (FTEs)	24.3	24.3	29.9

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

- Conduct preliminary protective hearings (PPH) and facilitate pre-hearing conferences within 7 business days of removal
- Mediate or facilitate contested dependency matters to avoid court litigation
- Assess 100% of eligible clients for Family Drug Court
- Comply with federal Adoptions and Safe Families Act (ASFA) timelines in 100% of dependency cases

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
PPH held within 7 days	60%	63%	65%
Cases resolved by full agreement through mediation	650	700	725
Adoption certifications	75	98	100
Eligible clients assessed for drug court	100%	100%	100%
Average time to permanency hearing (ASFA standard is 1 year)	350 days	333 days	350 days

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,581,749	1,214,476	1,477,195
SUPPLIES AND SERVICES	180,510	120,037	285,556
Total Program Expenditures	1,762,259	1,334,513	1,762,751

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	27,294	30,000	30,000
MISCELLANEOUS	3	0	0
Operating Revenue Sub-Total	27,297	30,000	30,000
INTERGOVERNMENTAL	941,831	710,026	1,046,807
MISCELLANEOUS	125,320	0	0
Grant Revenue Sub-Total	1,067,151	710,026	1,046,807
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	17,905	0	0
General Fund Support	649,906	594,487	685,944
Total Program Funding	1,762,259	1,334,513	1,762,751

Program Staffing (FTEs)	34.0	27.6	35.2

Program Summary

Department: JUVENILE COURT

Program: COURT SUPPORT SERVICES

Function

Provide support services required to manage and operate the programs and facilitate the legal proceedings of the Juvenile Court.

Description of Services

Manage the court calendar, language services, mail, and financial assessments efficiently and effectively.

Program Goals and Objectives

- Maintain an assessment consumer satisfaction rating of at least 98%
- Assign language interpreters that meet all necessary qualifications
- Provide language translations within legally required timelines
- Intra-department mail delivered promptly and accurately

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Assessment consumer satisfaction rating	98%	98%	98%
Assigned qualified language interpreters	100%	100%	100%
Provided language translations within the legally required timelines	100%	100%	100%
Intra-department mail delivered promptly and accurately	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	462,917	530,092	674,876
SUPPLIES AND SERVICES	278,029	217,328	215,123
Total Program Expenditures	740,946	747,420	889,999

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	740,946	747,420	889,999
Total Program Funding	740,946	747,420	889,999

Program Staffing (FTEs)	15.3	15.4	17.5

Program Summary

Department: JUVENILE COURT

Program: DETENTION SERVICES

Function

Maintain for the community a safe and secure detention facility for youth and provide programs in education, remediation, and skill development.

Description of Services

Provide detained juveniles basic care, including food, shelter, clothing, physical and mental health care, physical fitness activities, educational programs, and living skills development.

Program Goals and Objectives

- Provide youth with positive reinforcement through the community based mentorship program
- Increase number of youth achieving a food handler's certification/testing
- Increase number of youth achieving their GED/testing
- Increase the number of youth served by Make a Change (MAC), a program that prepares juveniles for making the transition to treatment programs
- Increase attendance at MAC family education
- Increase improvement for education/employment for 3 month follow-up
- Prepare youth for success in drug treatment programs and 3 month follow-ups

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Youth assigned a community based mentor/requesting	n/a	90%	92%
Youth reporting assigned detention mentor is beneficial	n/a	85%	88%
Youth achieving a food handler's certificate/testing	n/a	90%	95%
Youth achieving their GED/testing	n/a	85%	90%
Increase # of boys served by MAC	n/a	80%	85%
Increase # of girls served by MAC	n/a	70%	75%
MAC youth completing readiness	n/a	88%	80%
Increase attendance at MAC Family Education Session	n/a	45%	45%
Improve education/employment status at 3-month follow-up	n/a	65%	68%
Youth drug free at 3-month follow-up	n/a	56%	60%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	6,909,189	7,785,151	7,543,004
SUPPLIES AND SERVICES	968,089	903,163	823,745
CAPITAL OUTLAY	46,122	5,000	5,000
Total Program Expenditures	7,923,400	8,693,314	8,371,749
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	130,975	133,000	119,000
CHARGES FOR SERVICES	9,843	0	0
MISCELLANEOUS	110	0	0
Operating Revenue Sub-Total	140,928	133,000	119,000
INTERGOVERNMENTAL	68,548	27,572	29,650
Grant Revenue Sub-Total	68,548	27,572	29,650
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	5,208	0	0
General Fund Support	7,708,716	8,532,742	8,223,099
Total Program Funding	7,923,400	8,693,314	8,371,749
Program Staffing (FTEs)	187.8	188.3	180.3

Program Summary

Department: JUVENILE COURT

Program: INFORMATION TECHNOLOGY AND RESEARCH

Function

Provide system administration for the Juvenile On Line Tracking System (JOLTS), system analysis and development, technical user support, training, research, and data base management for over 500 users in three court locations and assigned school sites.

Description of Services

Administer Local Area Network for Pima County Juvenile Court Center. Maintain connectivity to production JOLTSaz and the Arizona case management system (AGAVE). Provide system analysis and development of all necessary computer applications. Assist system users by providing technical user support and training. Research technical issues, generate reports, and manage database. Assist management in determining solutions to technical needs.

Program Goals and Objectives

- Maintain computer infrastructure and minimize unplanned downtime to no more than 1%
- Complete the rollout of the replacement for JOLTS, JOLTSaz, by the beginning of fiscal year 2011/12

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Computer infrastructure operative	99%	99%	99%
Complete rollout of JOLTSaz	0%	0%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,157,283	1,027,238	1,075,085
SUPPLIES AND SERVICES	558,050	101,122	101,145
CAPITAL OUTLAY	116,055	40,000	30,000
Total Program Expenditures	1,831,388	1,168,360	1,206,230

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	151,224	38,648	32,108
Grant Revenue Sub-Total	151,224	38,648	32,108
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	1,848	0	0
General Fund Support	1,678,316	1,129,712	1,174,122
Total Program Funding	1,831,388	1,168,360	1,206,230

Program Staffing (FTEs)	16.8	15.6	15.5

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 90% approval rating of all judicial officers as rated by the public

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Dependency hearings held within legal time frames	90%	90%	90%
Hearings contested	4.9%	4.7%	4.8%
Approval rating of judicial officers	90%	90%	90%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,848,933	1,811,806	1,858,021
SUPPLIES AND SERVICES	208,153	234,111	223,618
Total Program Expenditures	2,057,086	2,045,917	2,081,639

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
Operating Revenue Sub-Total	0	0	0
INTEREST	2	0	0
Special Programs Revenue Sub-Total	2	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(2)	0	0
General Fund Support	2,057,086	2,045,917	2,081,639
Total Program Funding	2,057,086	2,045,917	2,081,639

Program Staffing (FTEs)	24.4	24.4	24.4

Program Summary

Department: JUVENILE COURT

Program: PROBATION SERVICES

Function

Ensure community safety by providing supervision and diversion services to court referred juveniles in accordance with state mandates and statutes.

Description of Services

Provide supervision, diversion, and treatment services for juveniles. Hold juveniles accountable for their actions through sanctions and restitution requirements.

Program Goals and Objectives

- Probationers' successful completion of standard probation (statewide goal 79%)
- Probationers' successful completion of intensive probation (statewide goal 70%)
- Juveniles successfully complete diversion consequences contracts within 90 days
- Restore victims through collection of restitution
- Teach accountability through imposition of court ordered community restitution
- Victims satisfied with notification and service
- Complete typing of all court reports within 24 hours

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Successful completion of standard probation	70%	79%	79%
Successful completion of intensive probation	69%	70%	70%
Successful completion of diversion consequences within 90 days	91%	90%	90%
Amount of restitution collected	\$219,922	\$170,000	\$170,000
Number of community restitution hours worked	49,865	40,000	40,000
Victim customer service satisfaction rating	96%	94%	95%
Court reports completed within 24 hours	74%	75%	78%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	11,402,304	11,696,310	11,267,750
SUPPLIES AND SERVICES	4,228,307	4,618,041	4,617,644
CAPITAL OUTLAY	3,643	0	0
Total Program Expenditures	15,634,254	16,314,351	15,885,394

Program Funding by Source

Revenues			
MISCELLANEOUS	78	0	0
Operating Revenue Sub-Total	78	0	0
INTERGOVERNMENTAL	214,857	90,000	200,000
CHARGES FOR SERVICES	332,974	357,700	309,594
FINES AND FORFEITS	17,686	11,400	10,000
INTEREST	14,201	17,200	12,921
MISCELLANEOUS	5,201	1,200	1,040
Special Programs Revenue Sub-Total	584,919	477,500	533,555
INTERGOVERNMENTAL	8,487,779	8,588,664	8,321,576
INTEREST	3,228	0	0
Grant Revenue Sub-Total	8,491,007	8,588,664	8,321,576
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(159,999)	141,301	(199,002)
General Fund Support	6,718,249	7,106,886	7,229,265
Total Program Funding	15,634,254	16,314,351	15,885,394

Program Staffing (FTEs)	239.0	235.0	222.6

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Office of Court Appointed Counsel

Expenditures: 11,422,879

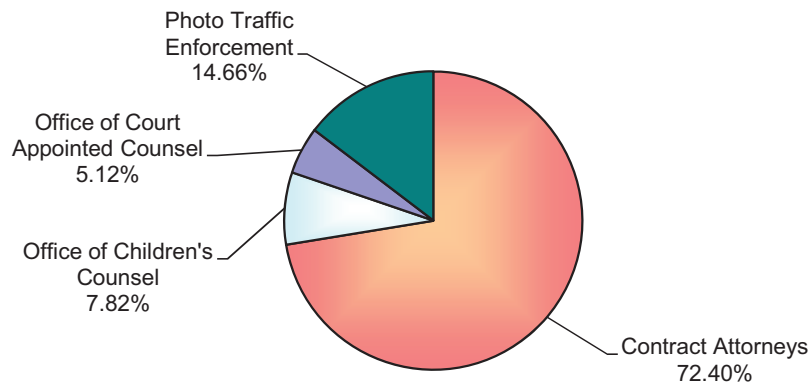
FTEs 21.1

Revenues: 2,695,264

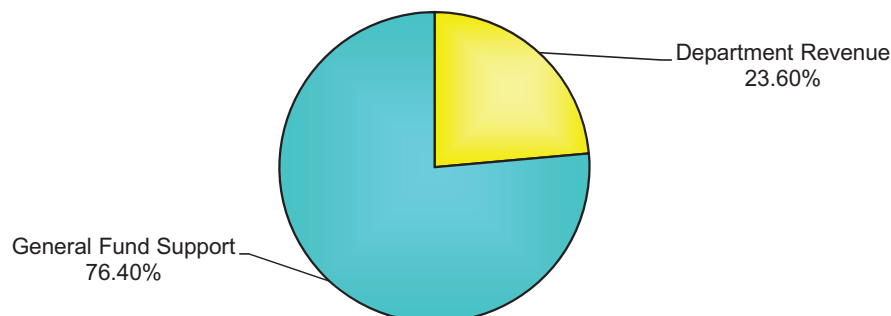
Function Statement: Provide eligibility screening and recommend attorney assessments for legal representation of out-of-custody defendants charged with criminal offenses in the Superior, Juvenile, and Justice Courts. Represent children in dependency and severance cases. Improve compliance and enforcement of traffic speed laws through the Photo Traffic Enforcement Program. Provide administrative support by reviewing contract compliance and reviewing and processing of claims submitted by contract attorneys and other defense related professional services in seven functional areas including misdemeanor, felony, first degree murder, Title 36, Rule 32, Juvenile Court, and the Court of Appeals.

Mandates: ARS Title 11, Chapter 3, Article 11: Public Defenders; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 14, Chapter 5: Protection of Persons Under Disability and Their Property

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: OFFICE OF COURT APPOINTED COUNSEL

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
CONTRACT ATTORNEYS	11,191,386	9,118,237	8,270,611
OFFICE OF CHILDREN'S COUNSEL	0	485,023	893,789
OFFICE OF COURT APPOINTED COUNSEL	501,626	503,605	584,234
PHOTO TRAFFIC ENFORCEMENT	1,888,067	2,438,080	1,674,245
Total Expenditures	13,581,079	12,544,945	11,422,879
Funding by Source			
Revenues			
CONTRACT ATTORNEYS	1,183,641	823,454	823,454
OFFICE OF COURT APPOINTED COUNSEL	19	0	0
PHOTO TRAFFIC ENFORCEMENT	3,064,223	4,100,036	1,871,810
Total Revenues	4,247,883	4,923,490	2,695,264
Net Operating Transfers In/(Out)	(210,000)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	9,543,196	7,621,455	8,727,615
Total Program Funding	13,581,079	12,544,945	11,422,879
Staffing (FTEs) by Program			
OFFICE OF CHILDREN'S COUNSEL	0.0	6.5	11.0
OFFICE OF COURT APPOINTED COUNSEL	8.9	7.8	9.8
PHOTO TRAFFIC ENFORCEMENT	0.3	0.3	0.3
Total Staffing (FTEs)	9.2	14.6	21.1

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: felony, first degree murder, death penalty, misdemeanor, probation violation, appeals and other post conviction matters, mental health commitments, sexually violent persons, guardianship 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. 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, and Arizona Statewide Standards and Training Guidelines for Attorneys in Dependency Cases. Provide cost efficient representation for individuals eligible for court appointed counsel in Pima County. Follow the procedures for extraordinary fees and ancillary expenses set forth in their contracts with Pima County. Follow the procedures set forth in the Pima County Guidelines for Payment.

Program Goals and Objectives

- Ensure that all eligible individuals receive representation for felony, first degree murder, and death penalty proceedings
- Ensure that all eligible individuals receive representation for Title 36 mental health proceedings
- Ensure that all eligible individuals receive representation for dependency and severance proceedings in Juvenile Court
- Ensure that all eligible individuals receive representation for misdemeanor cases in Justice Court

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Eligible individuals receiving qualified contract attorney representation for felony, first degree murder, and death penalty proceedings	100%	100%	100%
Eligible individuals receiving qualified contract attorney representation for Title 36 mental health proceedings	100%	100%	100%
Eligible individuals receiving qualified contract attorney representation for dependency and severance proceedings in Juvenile Court	100%	100%	100%
Eligible individuals receiving qualified contract attorney representation for misdemeanor cases in Justice Court	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
SUPPLIES AND SERVICES	11,191,386	9,118,237	8,270,611
Total Program Expenditures	11,191,386	9,118,237	8,270,611

Program Funding by Source

Revenues			
CHARGES FOR SERVICES	1,173,327	823,454	823,454
MISCELLANEOUS	10,314	0	0
Special Programs Revenue Sub-Total	1,183,641	823,454	823,454
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	10,007,745	8,294,783	7,447,157
Total Program Funding	11,191,386	9,118,237	8,270,611

Program Staffing (FTEs)	0.0	0.0	0.0

Program Summary

Department: OFFICE OF COURT APPOINTED COUNSEL

Program: OFFICE OF CHILDREN'S COUNSEL

Function

Represent children in dependency and severance cases before the Pima County Juvenile Court. Follow the cases of children that continue under court supervision, i.e. continuation cases. (Note: This program began in fiscal year 2010/11)

Description of Services

Using attorneys and social workers, this office provides children in foster care and out-of-home placements with quality representation to ensure that necessary services are provided to these children and that their voices are heard in court proceedings.

Program Goals and Objectives

- Receive 70% of all new assignments for the representation of children in Pima County Juvenile Court actions in cases filed by Child Protective Services and private petitioners
- Accept 50% of active cases into the second and/or subsequent year of representation

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Percent of initial case assignments accepted	n/a	70%	70%
Percent of second year assignments accepted	n/a	n/a	50%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	0	390,361	786,954
SUPPLIES AND SERVICES	0	54,362	101,335
CAPITAL OUTLAY	0	40,300	5,500
Total Program Expenditures	0	485,023	893,789

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	0	485,023	893,789
Total Program Funding	0	485,023	893,789

Program Staffing (FTEs)	0.0	6.5	11.0

Program Summary

Department: OFFICE OF COURT APPOINTED COUNSEL

Program: OFFICE OF COURT APPOINTED COUNSEL

Function

Provide administrative support for the contract attorney program and other ancillary functions in Pima County.

Description of Services

Screen Justice Court and Superior Court out-of-custody adult defendants to determine eligibility for court appointed counsel and make recommendations for attorney fee assessments in order to defray part of the cost of providing appointed counsel. Develop and update attorney (misdemeanor, felony, murder, Title 36, appeals, Rule 32 post-conviction relief, guardianship 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
- Process at least 97% of vendor claims within 10 working days of receipt

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
DUI and Domestic Violence misdemeanor defendants screened for eligibility of counsel	97%	97%	97%
Felony indigents and quasi indigents screened for eligibility of counsel	97%	97%	97%
Vendor claims processed within ten working days	97%	97%	97%
Vendor claims processed accurately	97%	97%	97%
Appointment of counsel entered into case management system	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	451,361	475,546	554,014
SUPPLIES AND SERVICES	49,093	28,059	30,220
CAPITAL OUTLAY	1,172	0	0
Total Program Expenditures	501,626	503,605	584,234

Program Funding by Source

Revenues			
MISCELLANEOUS	19	0	0
Operating Revenue Sub-Total	19	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	501,607	503,605	584,234
Total Program Funding	501,626	503,605	584,234

Program Staffing (FTEs)	8.9	7.8	9.8

Program Summary

Department: OFFICE OF COURT APPOINTED COUNSEL

Program: PHOTO TRAFFIC ENFORCEMENT

Function

Enhance the quality of life in Pima County by improving driver compliance with traffic speed laws. (Note: The Photo Traffic Enforcement Program began in May, 2009.)

Description of Services

A Photo Enforcement vendor, selected by the County, will identify, via speed cameras, drivers who have violated speed limits within unincorporated Pima County. The Pima County Sheriffs Department, independently or via an agency agreement with the Photo Enforcement vendor, determines the violations shown by the evidence and mails a notice of violation to the responsible party. Persons who request a hearing or fail to respond to the notice of violation will be served with a citation for the alleged violations. The Pima County Justice Courts will adjudicate the violations.

Program Goals and Objectives

- Decrease speeding violations within the corridors of Pima County that the Pima County Sheriffs Department identifies as having significant noncompliance characteristics, as measured by number of officer-issued citations, number of vehicular accidents, and average speed of drivers within the corridors

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Number of road segments with fixed cameras	10	10	10
Average vehicular crashes per corridor	130	130	130
Number of mobile cameras	1	1	1
Citations issued from fixed cameras	71,287	63,200	43,200
Citations issued from mobile cameras	3,569	2,760	2,160
Citations eligible for service	7,478	6,300	4,500
Citations served	3,746	3,250	2,250
Citations paid	43,559	36,160	26,160
Cost of citation issued	\$34.24	\$34.24	\$34.24
Cost per paid citation	\$56.54	\$56.54	\$56.54
Cost per personally served citation	\$91.54	\$91.54	\$91.54
Number of cases dismissed	1,864	1,540	1,140

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	242,544	460,241	293,280
SUPPLIES AND SERVICES	1,604,828	1,977,839	1,380,965
CAPITAL OUTLAY	40,695	0	0
Total Program Expenditures	1,888,067	2,438,080	1,674,245

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	1,236,015	1,036,188	558,648
FINES AND FORFEITS	1,828,208	3,063,848	1,313,162
Operating Revenue Sub-Total	3,064,223	4,100,036	1,871,810
Net Operating Transfers In/(Out)	(210,000)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	(966,156)	(1,661,956)	(197,565)
Total Program Funding	1,888,067	2,438,080	1,674,245

Program Staffing (FTEs)	0.3	0.3	0.3

Public Fiduciary

Expenditures: 2,465,170

FTEs 35.5

Revenues: 711,131

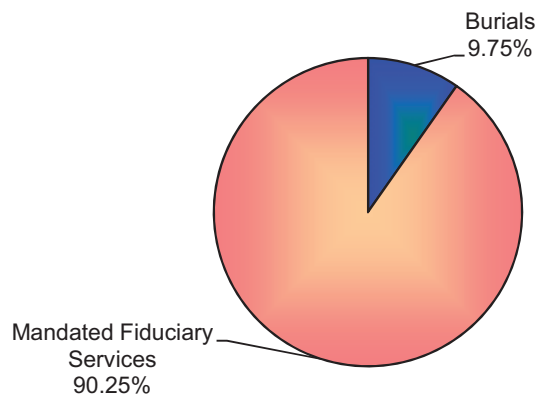
Function Statement:

Accept appointment by the Superior Court to serve as conservator, guardian, or personal representative for individuals. Maintain and administer insurance benefits to meet estate planning needs. Maintain and liquidate securities. Prepare taxes. Determine eligibility of and provide burial for indigent persons.

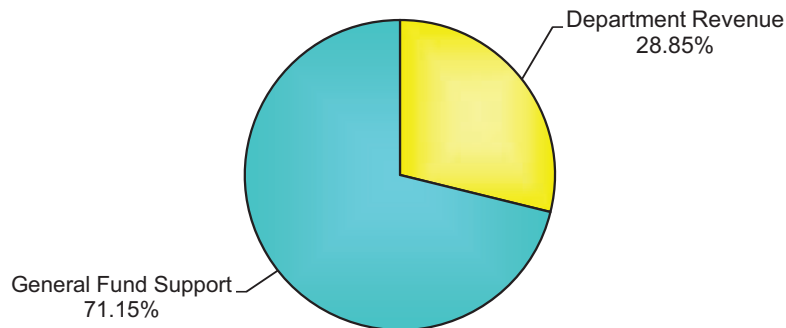
Mandates:

ARS Title 14, Chapter 5, Article 6: Public Fiduciary

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: PUBLIC FIDUCIARY

	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Expenditures by Program			
BURIALS	180,217	239,272	240,281
MANDATED FIDUCIARY SERVICES	2,329,282	2,174,782	2,224,889
Total Expenditures	2,509,499	2,414,054	2,465,170
Funding by Source			
Revenues			
BURIALS	10,697	15,000	15,000
MANDATED FIDUCIARY SERVICES	698,839	696,131	696,131
Total Revenues	709,536	711,131	711,131
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	1,799,963	1,702,923	1,754,039
Total Program Funding	2,509,499	2,414,054	2,465,170
Staffing (FTEs) by Program			
BURIALS	1.0	1.0	1.0
MANDATED FIDUCIARY SERVICES	37.3	34.5	34.5
Total Staffing (FTEs)	38.3	35.5	35.5

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. Coordinate with community agencies, the Office of the Medical Examiner, and health care facilities in locating next of kin and gathering vital statistics.

Program Goals and Objectives

- Provide timely, cost effective, and respectful indigent burial services
- Process applications and determine eligibility within 72 hours
- Close cases within 60 days of interment date
- Conduct quarterly inspection of cemetery grounds to ensure proper maintenance is performed

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Applications processed and eligibility determined within 72 hours	100%	100%	100%
Cases closed within 60 days of date of interment	100%	100%	100%
Quarterly inspections of cemetery to ensure proper maintenance of grounds	4	4	4

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	0	36,522	37,325
SUPPLIES AND SERVICES	180,217	202,750	202,956
Total Program Expenditures	180,217	239,272	240,281

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	10,697	15,000	15,000
Operating Revenue Sub-Total	10,697	15,000	15,000
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	169,520	224,272	225,281
Total Program Funding	180,217	239,272	240,281

Program Staffing (FTEs)	1.0	1.0	1.0

Program Summary

Department: PUBLIC FIDUCIARY

Program: MANDATED FIDUCIARY SERVICES

Function

Accept Superior Court appointment to serve as conservator and/or guardian or personal representative when there is no person or corporation qualified or willing to act.

Description of Services

Receive and investigate referrals. Gather information and determine if an adjudication proceeding is warranted. Assume legal custody of wards upon court appointment. Ensure wards reside in the least restrictive environment available, manage wards' income and disbursements, seek income supplements, and investigate the availability of public benefits on behalf of wards. 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
- File annual reports to Superior Court on time
- Complete investigations within 30 days of receipt of all documents
- Develop client budgets within 30 days of appointment
- File client inventories to court within 90 days of appointment
- Reduce inappropriate referrals
- Minimize breaches of fiduciary duties

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Investigations completed within 30 days of receipt of documents	90%	90%	90%
Annual reports to Superior Court filed on time	100%	100%	100%
Client budgets developed within 30 days of appointment	90%	90%	90%
Inventories filed with court within 90 days of appointment	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	2,211,330	2,079,846	2,124,768
SUPPLIES AND SERVICES	117,952	94,936	100,121
Total Program Expenditures	2,329,282	2,174,782	2,224,889

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	686,085	693,731	693,731
MISCELLANEOUS	12,754	2,400	2,400
Operating Revenue Sub-Total	698,839	696,131	696,131
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	1,630,443	1,478,651	1,528,758
Total Program Funding	2,329,282	2,174,782	2,224,889

Program Staffing (FTEs)	37.3	34.5	34.5

Sheriff

Expenditures: **134,069,224**

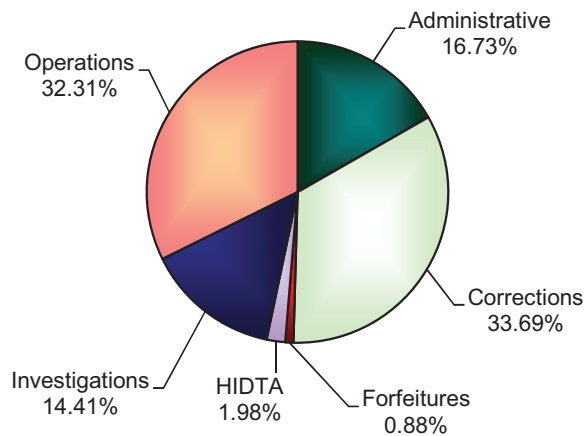
FTEs **1,418.2**

Revenues: **19,428,429**

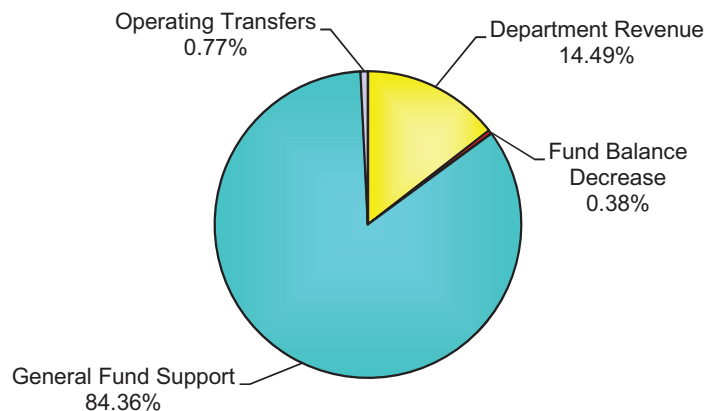
Function Statement: Provide law enforcement and public safety services for Pima County. Provide safe and secure detainment of inmates. Provide support services for law enforcement and corrections personnel.

Mandates: ARS Title 11, Chapter 3, Article 2: Sheriff; ARS Title 13: Criminal Code; and ARS Title 31: Prisons and Prisoners

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: SHERIFF

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
ADMINISTRATIVE	18,472,629	23,399,385	22,424,752
CORRECTIONS	43,734,444	45,498,615	45,163,665
FORFEITURES	440,696	1,350,000	1,200,000
HIDTA	2,150,961	2,864,785	2,650,870
INVESTIGATIONS	21,654,186	20,653,876	19,313,157
OPERATIONS	39,877,461	41,077,681	43,316,780
Total Expenditures	126,330,377	134,844,342	134,069,224

Funding by Source			
Revenues			
ADMINISTRATIVE	741,446	6,866,927	2,870,889
CORRECTIONS	11,774,030	11,258,647	10,346,388
FORFEITURES	552	50,000	50,000
HIDTA	2,461,321	2,864,785	2,650,870
INVESTIGATIONS	1,658,716	1,307,996	1,209,948
OPERATIONS	2,371,582	2,174,518	2,300,334
Total Revenues	19,007,647	24,522,873	19,428,429
Net Operating Transfers In/(Out)	(339,556)	1,180,000	1,030,000
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	165,795	659,855	509,527
General Fund Support	107,496,491	108,481,614	113,101,268
Total Program Funding	126,330,377	134,844,342	134,069,224

Staffing (FTEs) by Program			
ADMINISTRATIVE	158.0	156.0	182.0
CORRECTIONS	643.7	643.7	637.2
HIDTA	24.5	23.5	22.5
INVESTIGATIONS	207.0	226.0	203.0
OPERATIONS	379.0	364.0	373.5
Total Staffing (FTEs)	1,412.2	1,413.2	1,418.2

Program Summary

Department: SHERIFF

Program: ADMINISTRATIVE

Function

Provide administrative, technical, special investigations, and other services in support of the department mission.

Description of Services

Provide a comprehensive menu of administrative, technical, investigative, and other services in support of the Sheriff's Department mission. 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. Provide for the acquisition, receiving, distribution, maintenance, and disposal (if necessary) of all assets (fixed and consumable). 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. Implement risk management procedures to reduce work related injuries, vehicle collisions, and ensure compliance with OSHA rules. 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. Provide all information technology functions such as maintenance, support, storage, and training for network servers, hardware, software, and Internet functions. 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 and support the department's fourteen-mode telephone network and voice messaging systems. 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 the record keeping functions associated with arrest warrants, court orders, stolen/stored vehicles, missing persons, and stolen property. 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. Receive and report non-priority civil and criminal activity without direct intervention of a peace officer. Maintain records of 9-1-1 and law enforcement dispatch activities that reflect accurately the types of services requested and the services deployed in response. Provide comprehensive training to new staff to develop highly skilled public safety telecommunications specialists. 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 and a system for secure storage of internal affairs records and periodically purge of files according to established criteria. Provide quarterly and annual statistical reports to the Bureau Chiefs, which 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 sensibility and compliance, the means of safeguarding assets and verifying their existence, and the reliability and integrity of financial information. Provide financial or operating data to management for decision making purposes. Serve or return to the court common legal process (summons, subpoena, citation, order, notice, etc.) that is received by the Sheriff for service. Collect delinquent tax or clear delinquent tax warrants issued to the Sheriff for collection.

Program Goals and Objectives

- Maintain 24 hours per day, 7 days per week interface to the Arizona Criminal Justice Information System (ACJIS), fully complying with the most current ACJIS security policy
 - 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
 - Respond to requests for confirmations of computer entries within designated time frames established by National Crime Information Center
 - 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 4 weeks of receipt
 - Successfully pass annual record audits by the FBI and AZ DPS
 - Provide reliable, professional, timely responses to 9-1-1 calls, dispatch law enforcement personnel and resources, and provide communications support to field units to assure effective and timely completion of their tasks
 - 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
-

Program Summary

Department: SHERIFF

Program: ADMINISTRATIVE

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Access to law enforcement database	24hrs/7 days	24hrs/7 days	24hrs/7 days
Telephone services for HQ, HIDTA Information Ctr, Jail, EOC, Ajo, Foothills, GV, San Xavier, Tucson Mountain & Rincon district 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	159,416	156,000	153,000
9-1-1 calls from land lines	85,930	84,500	83,000
9-1-1 calls from cellular source	120,029	128,000	132,000
Average pre-dispatch time on priority one calls	29 seconds	28 seconds	26 seconds
Ring time: 9-1-1 calls	5 seconds	5 seconds	6 seconds
10 minute warrant confirmations	99.9%	99.9%	99.9%
Average elapsed time for felony warrant entry	6 hours	6 hours	4 hours
Average elapsed time for misdemeanor warrant entry	4 weeks	4 weeks	72 hours
Priority 1 calls dispatched within 2 minutes	98.73%	98.77%	98.00%
Percent of telephone reports completed to total calls for service	3.1%	2.0%	3.0%
Ring time: all other calls	9.0 seconds	8.0 seconds	8.0 seconds
Average length of time : 9-1-1 calls	90 seconds	90 seconds	90 seconds
Results from state & federal audits for terminal operations	low risk	low risk	low risk

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	10,641,944	10,184,586	12,929,042
SUPPLIES AND SERVICES	6,517,879	6,377,035	6,978,411
CAPITAL OUTLAY	1,312,806	6,837,764	2,517,299
Total Program Expenditures	18,472,629	23,399,385	22,424,752
Program Funding by Source			
Revenues			
TAXES	15,154	0	0
LICENSES & PERMITS	0	0	25,000
CHARGES FOR SERVICES	67,811	146,500	246,500
INTEREST	801	0	0
MISCELLANEOUS	49,022	40,000	50,000
Operating Revenue Sub-Total	132,788	186,500	321,500
INTERGOVERNMENTAL	604,446	6,680,427	2,549,389
MISCELLANEOUS	4,212	0	0
Grant Revenue Sub-Total	608,658	6,680,427	2,549,389
Net Operating Transfers In/(Out)	9,769	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	392,536	0	0
General Fund Support	17,328,878	16,532,458	19,553,863
Total Program Funding	18,472,629	23,399,385	22,424,752
Program Staffing (FTEs)	158.0	156.0	182.0

Program Summary

Department: SHERIFF

Program: CORRECTIONS

Function

Provide custodial supervision of incarcerated persons for Pima County, the state of Arizona, and contracted municipalities under intergovernmental agreements. Provide inmate services and other administrative support for the Corrections Bureau.

Description of Services

Provide safe and secure detention of pretrial defendants, sentenced inmates, juveniles, and in-custody inmates awaiting transfer to their institutions or remanded to Pima County. Perform inmate records management, inmate booking, inmate food services, commissary operations, inmate laundry and supplies, facilities maintenance and improvements, environmental services, fire safety, construction coordination, judicial security, and inmate transportation to court and to Arizona Department of Corrections facilities. Provide intelligence information gathering, administrative segregation, identification, inmate religious and educational programs, and inmate classification. Furnish a medical/mental health liaison, infirmary, Return to Competency program, custodial care for juvenile inmates, and custodial care for inmates on suicide watch and/or diagnosed as mentally ill. Maintain all administrative planning, policies, and procedures. Meet basic human needs and maintain the rights of all inmates.

Program Goals and Objectives

- Provide safe and secure housing of inmates, while maintaining the rights of inmates at all times
- Transport inmates to court and to other detention facilities in a safe, efficient manner
- Ensure that there are no inmate escapes
- Provide necessary and timely medical evaluation and care to inmates
- Prevent suicides of individuals in custody

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Inmates booked	39,175	35,280	35,000
Average daily inmate population	1,724	1,647	1,600
Inmate court transports	16,973	15,000	14,500
Escapes (not failures to return)	0	0	0
Serious injuries to staff	9	4	0
Suicides	1	1	0
Erroneous releases	2	1	0
Failures to release (cases)	2	7	0

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	35,007,420	35,518,182	35,477,330
SUPPLIES AND SERVICES	8,249,419	9,780,433	9,486,335
CAPITAL OUTLAY	477,605	200,000	200,000
Total Program Expenditures	43,734,444	45,498,615	45,163,665

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	832,379	300,000	300,000
CHARGES FOR SERVICES	8,154,915	8,419,350	7,622,000
MISCELLANEOUS	16,908	0	5,000
Operating Revenue Sub-Total	9,004,202	8,719,350	7,927,000
INTERGOVERNMENTAL	500,957	400,000	400,000
CHARGES FOR SERVICES	1,221,133	1,254,500	1,160,000
INTEREST	33,434	38,000	17,000
MISCELLANEOUS	833,594	647,000	642,000
Special Programs Revenue Sub-Total	2,589,118	2,339,500	2,219,000
INTERGOVERNMENTAL	180,710	199,797	200,388
Grant Revenue Sub-Total	180,710	199,797	200,388

Program Summary

Department: SHERIFF

Program: CORRECTIONS

Net Operating Transfers In/(Out)	(715,312)	(120,000)	(120,000)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(407,309)	659,855	509,527
General Fund Support	33,083,035	33,700,113	34,427,750
Total Program Funding	<u>43,734,444</u>	<u>45,498,615</u>	<u>45,163,665</u>
Program Staffing (FTEs)	643.7	643.7	637.2

Program Summary

Department: SHERIFF

Program: FORFEITURES

Function

Enhance law enforcement and public safety services through forfeiture proceeds.

Description of Services

Receive allocations of seized antiracketeering monies from the state and various federal agencies as ordered by the courts. (Note: The County Attorney Law Enforcement Antiracketeering Fund, Sheriff RICO Funds, and Sheriff Counter Narcotics Alliance Antiracketeering Fund each have a pool of antiracketeering dollars. These funds are received and recorded in the County Attorney's subfund. Incurred expenses are offset by revenues recorded in the County Attorney's subfund. For information purposes only, this summary shows the operating transfer from the County Attorney's subfund.)

Program Goals and Objectives

- Enhance law enforcement and public safety services through the use of forfeiture proceeds

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
None submitted			

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	179,625	0	0
SUPPLIES AND SERVICES	227,758	1,350,000	1,200,000
CAPITAL OUTLAY	33,313	0	0
Total Program Expenditures	440,696	1,350,000	1,200,000

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	0	50,000	50,000
INTEREST	552	0	0
Special Programs Revenue Sub-Total	552	50,000	50,000
Net Operating Transfers In/(Out)	366,058	1,300,000	1,150,000
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	74,086	0	0
General Fund Support	0	0	0
Total Program Funding	440,696	1,350,000	1,200,000

Program Staffing (FTEs)	0.0	0.0	0.0

Program Summary

Department: SHERIFF

Program: HIDTA

Function

Request and receive High Intensity Drug Trafficking Area (HIDTA) grants awarded by the federal government.

Description of Services

Account for the federal funds awarded by HIDTA 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

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
None submitted			

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	971,106	1,438,355	1,359,673
SUPPLIES AND SERVICES	1,075,301	1,426,430	1,291,197
CAPITAL OUTLAY	104,554	0	0
Total Program Expenditures	2,150,961	2,864,785	2,650,870
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	2,461,291	2,864,785	2,650,870
MISCELLANEOUS	30	0	0
Grant Revenue Sub-Total	2,461,321	2,864,785	2,650,870
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(310,360)	0	0
General Fund Support	0	0	0
Total Program Funding	2,150,961	2,864,785	2,650,870
Program Staffing (FTEs)	24.5	23.5	22.5

Program Summary

Department: SHERIFF

Program: INVESTIGATIONS

Function

Provide criminal investigations, homeland security, records maintenance, and other technical support functions for the department.

Description of Services

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, night detectives, 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. Coordinate and serve as liaison with other local, state, and federal groups and agencies to plan for and manage homeland security emergencies. Apply for and obtain state and federal funds to procure emergency response equipment. 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. Provide instructional services for new employee introduction to the dictation system. Perform quality control and make corrections to incident reports per deputy instructions. Provide expert technical crime scene processing and evidence gathering services. Provide electronic fingerprint identification services, on behalf of the state, for local law enforcement agencies to aid in the identification of suspects and prisoners. Process 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 statutorily mandated sex offender registration services. Maintain a system of secure, safe, and efficient storage of property and evidence coming into possession of the department by providing laboratory evidence analysis services, maintaining accurate records, allowing lawful access to evidence, and providing for lawful disposal of unneeded property. 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. 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. 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).

Program Goals and Objectives

- Provide investigative services and support to the department and Pima County
- Provide timely customer service to internal and external clients either by appointment, or at the public counter
- Reduce the volume of manual records associated with the chain-of-custody by converting to automated, electronic records to allow faster, more convenient review of evidence item descriptions
- Provide crime scene processing and evidence gathering 24 hours a day, 7 days a week
- Improve calendar year clearance rates for both violent and property crimes

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Calendar year clearance % - violent crimes	59%	60%	60%
Calendar year clearance % - property crimes	35.21%	37.32%	40.75%
Crime scene processing available	24hrs/7 days	24hrs/7 days	24hrs/7 days
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	18,854,862	18,433,258	16,903,393
SUPPLIES AND SERVICES	2,287,913	2,220,618	2,409,764
CAPITAL OUTLAY	511,411	0	0
Total Program Expenditures	21,654,186	20,653,876	19,313,157

Program Summary

Department: SHERIFF

Program: INVESTIGATIONS

Program Funding by Source

Revenues			
TAXES	0	25,000	0
LICENSES & PERMITS	23,787	16,500	0
CHARGES FOR SERVICES	660,563	607,000	507,000
FINES AND FORFEITS	13,129	0	0
MISCELLANEOUS	3,665	0	0
Operating Revenue Sub-Total	701,144	648,500	507,000
INTERGOVERNMENTAL	956,948	659,496	702,948
MISCELLANEOUS	624	0	0
Grant Revenue Sub-Total	957,572	659,496	702,948
Net Operating Transfers In/(Out)	(71)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	13,178	0	0
General Fund Support	19,982,363	19,345,880	18,103,209
Total Program Funding	21,654,186	20,653,876	19,313,157
Program Staffing (FTEs)	207.0	226.0	203.0

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

Deploy commissioned deputies to preserve the peace, arrest criminals, and prevent/suppress breaches of the peace. Implement community policing initiatives to improve interaction with the service population, identifying problem areas, and responding accordingly. Provide specially trained officers to support the patrol functions, such as Motorcycle Enforcement, Traffic Investigations, DUI, Park Enforcement, Search and Rescue, Sheriff's Posse, Air Unit, Bomb Squad, Canine, Hostage Negotiations, Special Weapons and Tactics, and Border Crime.

Program Goals and Objectives

- Answer emergency and non-emergency calls for services from the public as quickly as possible
- Investigate all traffic incidents
- Enforce Arizona state laws and County ordinances
- Conduct proactive patrols 24 hours a day, 7 days a week
- Provide specialized law enforcement support and services to unincorporated Pima County

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Calls for service	144,197	153,008	149,257
Arrests	22,006	18,112	21,182
On-site calls	22,923	21,048	23,010
Response time (minutes:seconds) - Metro	6:20	6:05	6:00
Response time (minutes:seconds) - Countywide	7:32	7:17	7:00
Ongoing patrols conducted	24hrs/7 days	24hrs/7 days	24hrs/7 days
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	31,717,954	32,239,846	33,292,625
SUPPLIES AND SERVICES	6,912,064	7,486,321	8,758,120
CAPITAL OUTLAY	1,247,443	1,351,514	1,266,035
Total Program Expenditures	39,877,461	41,077,681	43,316,780
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	4,745	0	0
CHARGES FOR SERVICES	363	0	0
FINES AND FORFEITS	24,567	15,000	20,000
MISCELLANEOUS	14,210	0	0
Operating Revenue Sub-Total	43,885	15,000	20,000
INTERGOVERNMENTAL	2,327,697	2,159,518	2,280,334
Grant Revenue Sub-Total	2,327,697	2,159,518	2,280,334
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	403,664	0	0
General Fund Support	37,102,215	38,903,163	41,016,446
Total Program Funding	39,877,461	41,077,681	43,316,780
Program Staffing (FTEs)	379.0	364.0	373.5

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Superior Court

Expenditures: 45,428,608

FTEs 666.9

Revenues: 14,177,574

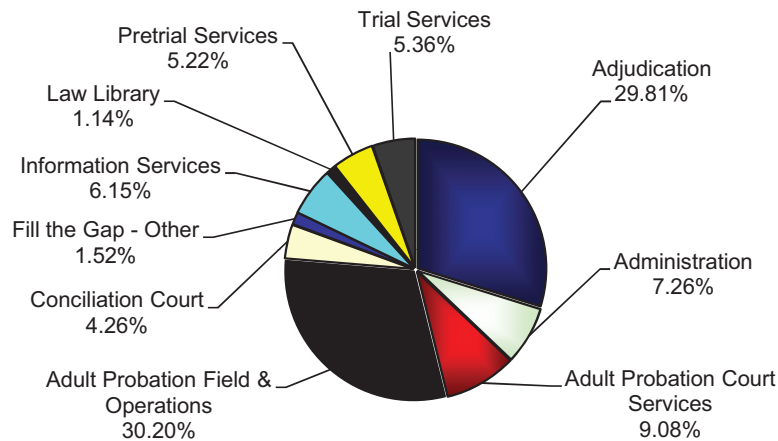
Function Statement:

Adjudicate cases in which exclusive jurisdiction is not vested in another court. Provide administrative services and automated information systems to the court. Provide interpreting services to non-English speaking and hearing impaired defendants, witnesses, and victims. Provide custody/visitation evaluation and mediation, marriage/divorce counseling, and custody evaluations. Provide a legal collection and library facility and assist in the retrieval of information. Provide jurors for Superior Court, Justice Courts, and Tucson Municipal Court. Publish the daily calendar, collect and analyze statistics, and manage the daily calendars for Superior Court divisions. Conduct investigations of defendants and provide supervision of probationers. Provide information about arrestees and detainees to the judicial divisions and monitor compliance with conditions of release.

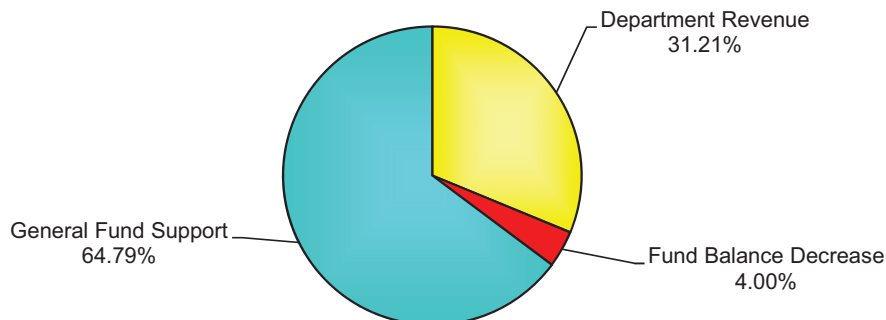
Mandates:

ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code;
ARS Title 21: Juries; ARS Title 25: Marital and Domestic Relations;
ARS Title 31: Prisons and Prisoners; and ARS Title 41: State Government

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **SUPERIOR COURT**

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
ADJUDICATION	13,633,352	13,420,193	13,542,996
ADMINISTRATION	3,171,874	3,139,042	3,296,728
ADULT PROBATION COURT SERVICES	3,621,007	3,460,701	4,124,795
ADULT PROBATION FIELD AND OPERATIONS	12,564,219	13,582,855	13,717,671
CONCILIATION COURT	1,676,887	1,857,048	1,935,461
FILL THE GAP - OTHER COURT DEPARTMENTS	631,200	610,863	690,071
INFORMATION SERVICES	2,592,194	2,763,484	2,794,316
LAW LIBRARY	384,568	480,047	517,194
PRETRIAL SERVICES	2,172,070	2,394,308	2,373,105
TRIAL SERVICES	1,378,279	2,425,483	2,436,271
Total Expenditures	41,825,650	44,134,024	45,428,608

Funding by Source

Revenues			
ADJUDICATION	2,052,698	1,917,706	1,965,223
ADMINISTRATION	16,093	0	0
ADULT PROBATION COURT SERVICES	2,022,081	1,878,711	1,981,421
ADULT PROBATION FIELD AND OPERATIONS	8,793,074	8,833,871	8,788,041
CONCILIATION COURT	844,953	686,043	692,839
INFORMATION SERVICES	540,838	495,500	479,000
LAW LIBRARY	322,461	272,170	271,050
PRETRIAL SERVICES	28,380	40,000	0
TRIAL SERVICES	150	0	0
Total Revenues	14,620,728	14,124,001	14,177,574
Net Operating Transfers In/(Out)	(9,561)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(1,279,764)	988,544	1,817,204
General Fund Support	28,494,247	29,021,479	29,433,830
Total Program Funding	41,825,650	44,134,024	45,428,608

Staffing (FTEs) by Program

ADJUDICATION	176.0	163.0	165.0
ADMINISTRATION	52.5	51.5	51.5
ADULT PROBATION COURT SERVICES	61.7	58.7	59.0
ADULT PROBATION FIELD AND OPERATIONS	240.2	237.2	233.5
CONCILIATION COURT	22.0	22.0	22.0
FILL THE GAP - OTHER COURT DEPARTMENTS	9.2	10.1	11.1
INFORMATION SERVICES	25.8	25.8	25.8
LAW LIBRARY	4.0	4.0	4.0
PRETRIAL SERVICES	48.1	48.3	48.0
TRIAL SERVICES	33.0	47.0	47.0
Total Staffing (FTEs)	672.5	667.6	666.9

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.

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

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Cases filed	24,947	25,350	25,750
Cases pending	28,850	28,920	29,070
Cases disposed	26,814	25,280	25,600
Clearance rate of dispositions to filings	107.5%	99.7%	99.4%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	11,366,060	11,076,163	11,226,976
SUPPLIES AND SERVICES	2,196,523	2,344,030	2,316,020
CAPITAL OUTLAY	70,769	0	0
Total Program Expenditures	13,633,352	13,420,193	13,542,996

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	421,590	278,027	318,027
CHARGES FOR SERVICES	138,020	125,023	125,023
MISCELLANEOUS	167,339	100,000	100,000
Operating Revenue Sub-Total	726,949	503,050	543,050
INTERGOVERNMENTAL	1,035,112	1,135,600	1,135,600
FINES AND FORFEITS	1,019	0	0
INTEREST	7,645	9,350	4,600
Special Programs Revenue Sub-Total	1,043,776	1,144,950	1,140,200
INTERGOVERNMENTAL	281,973	269,706	281,973
Grant Revenue Sub-Total	281,973	269,706	281,973
Net Operating Transfers In/(Out)	(145)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(501,421)	(530,964)	(511,063)
General Fund Support	12,082,220	12,033,451	12,088,836
Total Program Funding	13,633,352	13,420,193	13,542,996

Program Staffing (FTEs)	176.0	163.0	165.0

Program Summary

Department: SUPERIOR COURT

Program: ADMINISTRATION

Function

Provide administrative services to the court and its departments.

Description of Services

Provide overall administration, mental health coordination, human resources management, training and education, facility and resource management, and financial management to all court departments. Ensure the security of citizens and staff occupying or visiting court facilities. 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. Enhance responsiveness to the needs of the judicial divisions. Maintain suitable facilities in which to hold court. Procure necessary goods and services for Superior, Juvenile, and Justice Courts. Provide clinical advice and assessments to ensure quality of mental health reports and evaluations.

Program Goals and Objectives

- Process sufficient applications to fill all openings as needed
- Assist in the development, implementation and maintenance of court classification and compensation plans
- Ensure that all employees achieve mandatory Court Ordered Judicial Education and Training (COJET) requirements
- Ensure safety of the public and employees occupying court facilities and safeguard all physical assets
- Provide information to facilitate optimum use of court funds
- Ensure all identified staff is utilizing the Stromberg timekeeping system
- Complete the implementation of Navision to control budgeted funds for all divisions prior to committing the funds
- Improve inventory management through integrating purchases of supplies and warehouse management with the Navision Finance System

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Recruiting applications processed	4,465	4,000	5,000
Recruiting activities (recruitments/hires)	67/98	60/115	65/125
Job analysis activities (descriptions/audits)	42/21	50/50	50/26
External reports filed on time	100%	100%	100%
Invoices processed within one week of receipt	90%	90%	95%
Compliance rate of employees with COJET mandates	100%	100%	100%
Identified staff live in Stromberg interface	100%	100%	100%
Identified staff using Navision	55%	100%	100%
Background checks completed	500	500	550
Percent of public entrants screened	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	2,820,922	2,885,713	3,040,145
SUPPLIES AND SERVICES	302,646	253,329	256,583
CAPITAL OUTLAY	48,306	0	0
Total Program Expenditures	3,171,874	3,139,042	3,296,728
Program Funding by Source			
Revenues			
INTEREST	8,950	0	0
MISCELLANEOUS	4,155	0	0
Operating Revenue Sub-Total	13,105	0	0
MISCELLANEOUS	2,988	0	0
Special Programs Revenue Sub-Total	2,988	0	0
Net Operating Transfers In/(Out)	(9,561)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	9,277	0	0
General Fund Support	3,156,065	3,139,042	3,296,728
Total Program Funding	3,171,874	3,139,042	3,296,728
Program Staffing (FTEs)	52.5	51.5	51.5

Program Summary

Department: SUPERIOR COURT

Program: ADULT PROBATION COURT SERVICES

Function

Provide information to the court to assist in sentencing decisions.

Description of Services

Complete and deliver presentence reports to the court. Conduct investigations and compile comprehensive background reports on defendants. Prepare presentence reports which include a comprehensive statement of the offense, the impact on any victim, an assessment of the defendant's risk factors and criminogenic needs, and other information relevant to the sentencing process.

Program Goals and Objectives

- Deliver presentence reports to the court two days prior to sentencing
- Maintain annual cost savings to the County on jail reduction cases and increase those savings through planned technology enhancements (automation of Sentencing Notification Form)
- Use evidence-based criminogenic factors in all felony presentence reports
- Use evidence-based criminogenic factors to shorten presentence reports and reduce time required to prepare reports
- Maintain the Adult Probation Enterprise Tracking System (APETS)
- Utilize Justice Web Interface (JWI) to prepare criminal histories

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Number of presentence reports completed	3,766	3,562	3,800
Percent of presentence reports delivered on time	92%	95%	98%
Cost savings on jail reduction cases	\$253,037	\$192,000	\$200,000

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	2,897,970	2,761,526	3,367,670
SUPPLIES AND SERVICES	694,645	699,175	757,125
CAPITAL OUTLAY	28,392	0	0
Total Program Expenditures	3,621,007	3,460,701	4,124,795

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	5	0	0
Operating Revenue Sub-Total	5	0	0
CHARGES FOR SERVICES	1,323,315	1,160,400	1,297,500
INTEREST	31,693	28,000	12,000
Special Programs Revenue Sub-Total	1,355,008	1,188,400	1,309,500
INTERGOVERNMENTAL	667,068	690,311	671,921
Grant Revenue Sub-Total	667,068	690,311	671,921
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(811,990)	(436,333)	63,989
General Fund Support	2,410,916	2,018,323	2,079,385
Total Program Funding	3,621,007	3,460,701	4,124,795

Program Staffing (FTEs)	61.7	58.7	59.0

Program Summary

Department: SUPERIOR COURT

Program: ADULT PROBATION FIELD AND OPERATIONS

Function

Serve the court to actively promote community safety, facilitate positive behavioral change in probationers, and respect victim rights.

Description of Services

Assess probationers' risk to the community through supervision and address probationers' identified needs by implementing outcome-based supervision plans designed to bring about lasting behavioral change. Continue to promote, train, and assess staff utilization and understanding of Evidence Based Practices. Continue association with the Fugitive Investigative Strike Team (FIST) and maintain a superior rate of absconder apprehension. Continue community service involvement to reduce crime in targeted areas. Support the Drug and Mental Health Court models that address specific offender populations. Provide specialized services that address specific offender populations, including chronic driving under the influence (DUI) offenders, the special learning needs population, those with severe mental health issues, those that abuse illegal substances, those convicted of 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. Monitor probationer compliance with court orders and respond appropriately to violations. Comply with the state constitution by seeking victims' input and facilitating their involvement in the restoration process. Participate in the research, development, and advancement of community supervision through evidence-based practices.

Program Goals and Objectives

- Support the Drug, Mental Health, Restitution, and Domestic Violence Court models that address specific offender populations
- Continue to promote, train, and assess staff utilization and understanding of Evidence Based Practices
- Continue association with the Fugitive Investigative Strike Team and maintain our superior rate of absconder apprehension
- Continue community restitution involvement to reduce crime in targeted areas
- Continue to participate in the Literacy Education and Resource Network (LEARN) which provides probationers the opportunity to earn a high school equivalency diploma (GED)

Program Performance Measures

	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Successful completion of probation	78.69%	77.74%	78.00%
Percent of negative drug tests	90%	90%	90%
Absconders arrested as a percent of warrants issued	106%	100%	100%
Percent of court ordered restitution hours completed	57.05%	54.49%	55.00%
Percent of court ordered restitution paid	31.08%	22.60%	19.00%

Program Expenditures by Object

	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	10,586,085	11,578,788	11,421,310
SUPPLIES AND SERVICES	1,884,243	2,004,067	2,296,361
CAPITAL OUTLAY	93,891	0	0
Total Program Expenditures	12,564,219	13,582,855	13,717,671

Program Funding by Source

Revenues			
MISCELLANEOUS	42	0	0
Operating Revenue Sub-Total	42	0	0
CHARGES FOR SERVICES	339,877	383,300	419,500
MISCELLANEOUS	45,127	24,334	23,500
MEMO REVENUE	2,718	0	0
Special Programs Revenue Sub-Total	387,722	407,634	443,000
INTERGOVERNMENTAL	8,405,310	8,426,237	8,345,041
Grant Revenue Sub-Total	8,405,310	8,426,237	8,345,041
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	68,088	567,501	743,319
General Fund Support	3,703,057	4,181,483	4,186,311
Total Program Funding	12,564,219	13,582,855	13,717,671

Program Staffing (FTEs)

240.2	237.2	233.5

Program Summary

Department: SUPERIOR COURT

Program: CONCILIATION COURT

Function

Provide a continuum of alternative dispute resolution services in a safe, neutral setting, that can help mitigate the financial and emotional costs imposed by ongoing litigation to families involved in pre-decree, post decree, or paternity family law cases. Provide accurate and timely services and information to the family law bench in order to assist the court in making custody/parenting time decisions which are in the best interests of children and which can substantially reduce time and expenses to the Superior Court.

Description of Services

Provide mandatory parent education classes, conciliation counseling, custody/parenting time mediation, custody/parenting time evaluation services, parenting coordination, and community education to parties involved in family law cases. Supply all services in English and/or Spanish. Assist parties to resolve their custody and parenting time disputes through a negotiated settlement process in a safe, neutral setting. Provide assistance and information to the family law bench through ongoing contract management, billing, and referral information of the Judicial Supervision Program (JSP) and Substance Abuse Testing Services, as well as billing and referral information on subsidized services ordered for needy families through the court's expedited 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 parents involved in family law cases
- Provide ongoing program evaluation to ensure the proper and timely performance of all programs
- Review and process referral and billing information for contract and expedited fund providers

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Mediation cases served	1,641	1,694	1,698
Evaluation and parenting coordination cases served	177	150	196
Conciliation cases served	137	130	122
Mandatory parent education classes held	140	143	150
Expedited fund cases monitored	208	160	190

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,128,237	1,205,624	1,205,705
SUPPLIES AND SERVICES	545,552	651,424	729,756
CAPITAL OUTLAY	3,098	0	0
Total Program Expenditures	1,676,887	1,857,048	1,935,461

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
Operating Revenue Sub-Total	0	0	0
CHARGES FOR SERVICES	801,780	648,000	667,250
INTEREST	9,503	12,500	2,150
MISCELLANEOUS	3,164	1,500	1,800
Special Programs Revenue Sub-Total	814,447	662,000	671,200
INTERGOVERNMENTAL	30,506	24,043	21,639
Grant Revenue Sub-Total	30,506	24,043	21,639
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(63,755)	402,472	453,213
General Fund Support	895,689	768,533	789,409
Total Program Funding	1,676,887	1,857,048	1,935,461

Program Staffing (FTEs)	22.0	22.0	22.0

Program Summary

Department: SUPERIOR COURT

Program: FILL THE GAP - OTHER COURT DEPARTMENTS

Function

Provide criminal case processing assistance to participating courts in Pima County. (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.)

Description of Services

Continue the Criminal Case Reduction and Process Improvement Project that was initially funded by Fill The Gap in fiscal year 2001/2002. This project is a multifaceted approach to improving criminal case processing and to streamlining workflow.

Program Goals and Objectives

- Provide probation supervision for Justice Courts
- Provide criminal document images within six hours of receiving document/minute entry distribution

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Justice Court probationers supervised	300	300	300
Criminal document images available six hours after receipt	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	557,199	478,004	556,667
SUPPLIES AND SERVICES	69,170	132,859	133,404
CAPITAL OUTLAY	4,831	0	0
Total Program Expenditures	631,200	610,863	690,071

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Net Operating Transfers In/(Out)	145	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	631,055	610,863	690,071
General Fund Support	0	0	0
Total Program Funding	631,200	610,863	690,071

Program Staffing (FTEs)	9.2	10.1	11.1

Program Summary

Department: SUPERIOR COURT

Program: INFORMATION SERVICES

Function

Provide coordinated long range information technology system analysis, planning, development, and maintenance services in support of all court programs. Provide reliable, effective, and consistent high quality systems and services to the court and the public.

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. Services include software requirement 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 to manage a 4-year replacement program for personal computers (25% per year)

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Help Desk calls resolved	4,175	4,294	4,413
Average days to resolve Help Desk calls	2.33	1.87	1.68
Phases of AGAVE implemented as scheduled	yes	yes	yes
Computers replaced	0%	30%	25%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,630,247	1,728,594	1,718,620
SUPPLIES AND SERVICES	836,633	834,890	875,696
CAPITAL OUTLAY	125,314	200,000	200,000
Total Program Expenditures	2,592,194	2,763,484	2,794,316

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	456,546	425,000	425,000
INTEREST	9,292	10,500	4,000
Special Programs Revenue Sub-Total	465,838	435,500	429,000
INTERGOVERNMENTAL	75,000	60,000	50,000
Grant Revenue Sub-Total	75,000	60,000	50,000
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(413,780)	329,500	321,000
General Fund Support	2,465,136	1,938,484	1,994,316
Total Program Funding	2,592,194	2,763,484	2,794,316

Program Staffing (FTEs)	25.8	25.8	25.8

Program Summary

Department: SUPERIOR COURT

Program: LAW LIBRARY

Function

Provide access to current legal materials and information per Arizona Revised Statute 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. 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 resources for forms not offered in the self service center. Offer referrals to appropriate legal advice agencies. Support twice weekly Domestic Relations Clinic offered by Southern Arizona Legal Aid.

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
- Provide respectful and beneficial customer service
- Ensure adequate supply of forms available to all customers
- Maintain up-to-date judicial collections

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Patrons using library	35,365	29,000	36,000
Updates added to the collection	4,802	6,000	5,000
Reference questions answered	3,078	2,500	3,000
Westlaw sessions provided (estimated)	6,500	6,500	6,500
Packets of forms sold	11,760	11,000	12,000
New titles catalogued	150	200	150
Telephone contacts	4,103	2,500	4,200
Items added to judicial collections	2,070	1,100	2,000
Forms related questions answered	11,579	9,000	12,000

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	128,944	136,625	143,584
SUPPLIES AND SERVICES	255,624	343,422	373,610
Total Program Expenditures	384,568	480,047	517,194

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	208	0	0
Operating Revenue Sub-Total	208	0	0
CHARGES FOR SERVICES	270,418	240,000	240,000
INTEREST	2,891	2,170	1,050
MISCELLANEOUS	48,944	30,000	30,000
Special Programs Revenue Sub-Total	322,253	272,170	271,050
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(197,238)	45,505	56,675
General Fund Support	259,345	162,372	189,469
Total Program Funding	384,568	480,047	517,194

Program Staffing (FTEs)	4.0	4.0	4.0

Program Summary

Department: SUPERIOR COURT
Program: PRETRIAL SERVICES

Function

Provide the court with timely information related to statutory release criteria in order to ensure each felony pretrial defendant and County misdemeanor arrestee is afforded the right to be considered for release under the least onerous conditions. Eliminate any unnecessary pretrial detention for defendants receiving behavioral health treatment through Arizona Department of Health Services (ADHS). 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 self-surrender in Superior Court for those who unintentionally fail to appear. Reduce unnecessary pretrial detention by supervising defendants who have been granted non-financial release.

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
- Reduce the rate of bench warrants issued from the arraignment hearing by half of the prior warrant issue rate

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Felony defendants presented at the jail	8,087	7,700	7,700
Misdemeanor arrests processed through Pretrial Services	13,496	12,150	11,500
Defendants supervised	1,915	2,080	2,100
Initial appearance interviews/reports rate	99.4%	99.3%	99.7%
Misdemeanor release rates	59%	61%	65%
Misdemeanor appearance rates	80%	85%	80%
Percent of municipal misdemeanor mental health defendants screened	99.1%	99.3%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	2,119,196	2,302,670	2,291,966
SUPPLIES AND SERVICES	41,452	91,638	81,139
CAPITAL OUTLAY	11,422	0	0
Total Program Expenditures	2,172,070	2,394,308	2,373,105

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	28,380	40,000	0
Operating Revenue Sub-Total	28,380	40,000	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	2,143,690	2,354,308	2,373,105
Total Program Funding	2,172,070	2,394,308	2,373,105

Program Staffing (FTEs)	48.1	48.3	48.0

Program Summary

Department: SUPERIOR COURT

Program: TRIAL SERVICES

Function

Provide services to the judicial divisions of the court including case management information, interpretation services, jurors, court reporting, and statistical reports.

Description of Services

Provide a verbatim record of court proceedings via the use of specialized equipment and training, and provide transcripts from those hearings as requested. Deliver oral interpreting, written translation, and language services to over 46 court divisions and departments of Superior Court in 65 languages. Provide judges with technical assistance as required. Maintain and update Master Jury List, which consists of registered Pima County voters and persons licensed by the Arizona Department of Transportation. Summon enough prospective jurors to meet the needs of the Superior Court, Pima County Consolidated Justice Courts, Green Valley Justice Court, and state and County grand juries. Provide prospective jurors with information about dates of jury service, rules of jury service, and jury service procedures. Provide orientation for jurors and oversee them in the jury assembly room. Assist the public with directions, case status, and court procedures. Schedule a variety of hearings and 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. Process all arbitration cases. Monitor and dispose of cases on the inactive calendar. 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. Design and conduct qualitative and quantitative research projects and surveys necessary to measure the effectiveness and efficiencies of selected court operations and departments or procedures. Record, maintain, and report all relevant statistical data needed to comply with federal and state grant requirements for annual reports. Establish and monitor quality control policies and procedures to insure that the court's case management system (AGAVE) is managed effectively and efficiently.

Program Goals and Objectives

- Provide accurate oral interpretation for limited and non-English speaking court users
- Provide for interpretation and translation services in 100% of cases
- 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
- Produce management reports used in identifying strengths or weaknesses in the court's case flow systems
- Provide court reporter coverage for all hearings statutorily requiring a court reporter

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Jurors reporting	26,250	25,000	26,000
Jurors drawn on panels as a percent of jurors reporting	96.4%	96.0%	96.2%
Ratio of authorized court reporters to judicial officers	68.09%	68.09%	68.09%
Events per interpreter	1,521	1,581	1,320
Percent of interpreter events completed	99.7%	99.9%	99.5%
Cases filed	24,947	25,350	25,750
Cases disposed	26,814	25,280	25,600
Management reports submitted on time	100%	100%	100%
Percent of requested transcripts provided	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,310,786	2,344,507	2,353,584
SUPPLIES AND SERVICES	66,006	80,976	82,687
CAPITAL OUTLAY	1,487	0	0
Total Program Expenditures	1,378,279	2,425,483	2,436,271

Program Funding by Source

Revenues

MISCELLANEOUS	150	0	0
Operating Revenue Sub-Total	150	0	0

Program Summary

Department: SUPERIOR COURT

Program: TRIAL SERVICES

Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	1,378,129	2,425,483	2,436,271
	<u>1,378,129</u>	<u>2,425,483</u>	<u>2,436,271</u>
Total Program Funding	1,378,279	2,425,483	2,436,271

Program Staffing (FTEs)	33.0	47.0	47.0

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SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Enterprise Funds	Total Expenditures
OFFICE OF MEDICAL AND HEALTH SERVICES				
<u>HEALTH</u>				
CHIEF MEDICAL OFFICER		1,010,211		1,010,211
COMMUNITY NUTRITION PROGRAMS		2,947,196		2,947,196
CONSUMER HEALTH & FOOD SAFETY		1,589,538		1,589,538
DIRECTOR'S OFFICE		360,827		360,827
DISEASE CONTROL		2,043,072		2,043,072
FAMILY PLANNING AND WOMEN'S HEALTH		2,055,005		2,055,005
MOBILE SERVICES		74,771		74,771
ONE PERCENT FOR YOUTH		100,000		100,000
PIMA ANIMAL CARE CENTER		4,924,366		4,924,366
PREVENTION AND EDUCATION PROGRAMS		8,155,391		8,155,391
PUBLIC HEALTH EMERGENCY PREPAREDNESS		771,686		771,686
PUBLIC HEALTH NURSING		5,029,567		5,029,567
PUBLIC HEALTH SERVICES		2,603,830		2,603,830
TEEN SERVICES AND OUTREACH		440,164		440,164
VITAL REGISTRATION		572,968		572,968
TOTAL HEALTH		32,678,592		32,678,592
<u>INSTITUTIONAL HEALTH</u>				
HEALTH CARE FINANCING	69,944,670			69,944,670
INSTITUTIONAL HEALTH	15,880,243			15,880,243
KINO - UPH	15,000,000			15,000,000
TOTAL INSTITUTIONAL HEALTH	100,824,913			100,824,913
<u>PIMA HEALTH SYSTEM & SERVICES</u>				
AMBULATORY PROGRAM			840,754	840,754
COMMUNITY SERVICES SYSTEM			1,000	1,000
LONG TERM CARE PROGRAM			69,084,658	69,084,658
TOTAL PIMA HEALTH SYSTEM & SERVICES			69,926,412	69,926,412
TOTAL OFFICE OF MEDICAL AND HEALTH SERVICES	100,824,913	32,678,592	69,926,412	203,429,917

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Enterprise Funds	Total Revenues
OFFICE OF MEDICAL AND HEALTH SERVICES				
<u>HEALTH</u>				
CHIEF MEDICAL OFFICER		36,000		36,000
COMMUNITY NUTRITION PROGRAMS		2,482,052		2,482,052
CONSUMER HEALTH & FOOD SAFETY		1,150,000		1,150,000
DISEASE CONTROL		940,456		940,456
FAMILY PLANNING AND WOMEN'S HEALTH		1,576,541		1,576,541
PIMA ANIMAL CARE CENTER		4,478,174		4,478,174
PREVENTION AND EDUCATION PROGRAMS		7,998,364		7,998,364
PUBLIC HEALTH EMERGENCY PREPAREDNESS		771,686		771,686
PUBLIC HEALTH NURSING		2,788,050		2,788,050
PUBLIC HEALTH SERVICES		487,676		487,676
VITAL REGISTRATION		1,373,946		1,373,946
TOTAL HEALTH		24,082,945		24,082,945
<u>INSTITUTIONAL HEALTH</u>				
INSTITUTIONAL HEALTH	69,765			69,765
KINO - UPH	33,911			33,911
TOTAL INSTITUTIONAL HEALTH	103,676			103,676
<u>PIMA HEALTH SYSTEM & SERVICES</u>				
AMBULATORY PROGRAM			748,056	748,056
LONG TERM CARE PROGRAM			60,313,416	60,313,416
TOTAL PIMA HEALTH SYSTEM & SERVICES			61,061,472	61,061,472
TOTAL OFFICE OF MEDICAL AND HEALTH SERVICES	103,676	24,082,945	61,061,472	85,248,093

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
OFFICE OF MEDICAL AND HEALTH SERVICES	
<u>HEALTH</u>	
CHIEF MEDICAL OFFICER	9.3
COMMUNITY NUTRITION PROGRAMS	62.1
CONSUMER HEALTH & FOOD SAFETY	31.0
DIRECTOR'S OFFICE	5.0
DISEASE CONTROL	28.8
FAMILY PLANNING AND WOMEN'S HEALTH	23.5
MOBILE SERVICES	1.4
PIMA ANIMAL CARE CENTER	77.9
PREVENTION AND EDUCATION PROGRAMS	25.8
PUBLIC HEALTH EMERGENCY PREPAREDNESS	10.6
PUBLIC HEALTH NURSING	62.5
PUBLIC HEALTH SERVICES	22.4
TEEN SERVICES AND OUTREACH	7.9
VITAL REGISTRATION	13.1
TOTAL HEALTH	381.3
<u>INSTITUTIONAL HEALTH</u>	
HEALTH CARE FINANCING	24.3
INSTITUTIONAL HEALTH	6.0
TOTAL INSTITUTIONAL HEALTH	30.3
<u>PIMA HEALTH SYSTEM & SERVICES</u>	
LONG TERM CARE PROGRAM	256.4
TOTAL PIMA HEALTH SYSTEM & SERVICES	256.4
TOTAL OFFICE OF MEDICAL AND HEALTH SERVICES	668.0

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

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Health

Expenditures: 32,678,592

FTEs 381.3

Revenues: 24,082,945

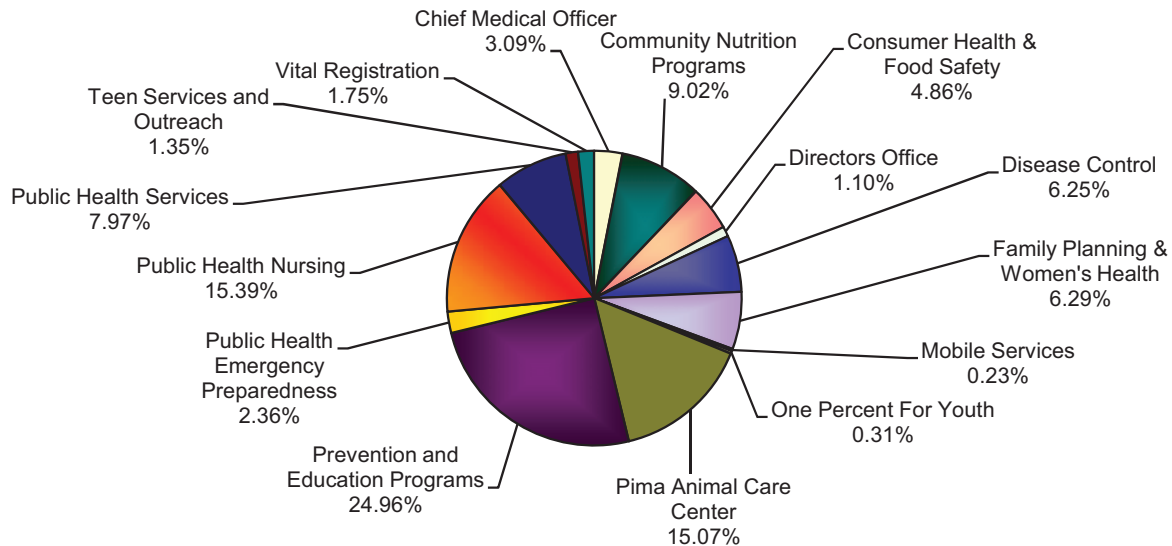
Function Statement:

Monitor, protect, and improve the community's health by conducting and coordinating a balanced program of primary, secondary, and tertiary prevention aimed at health promotion, disease prevention, and early, prompt medical treatment. Ensure establishments comply with consumer health and food safety standards. Provide animal control and emergency preparedness/response services.

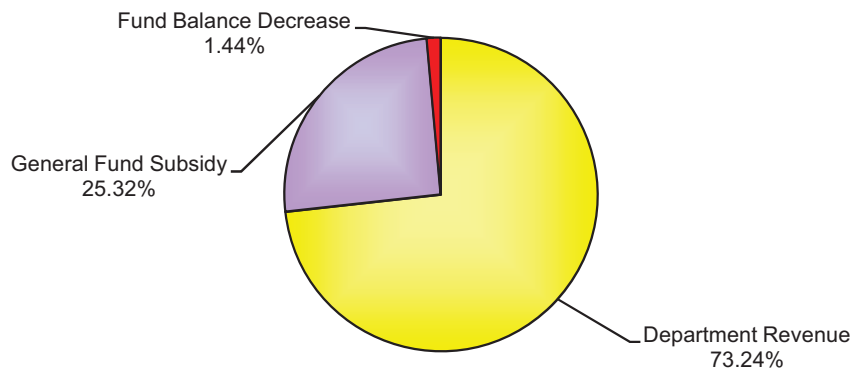
Mandates:

ARS Title 11, Chapter 7: Intergovernmental Operations, Article 6: Animal Control; 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

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: HEALTH

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
CHIEF MEDICAL OFFICER	1,106,802	955,606	1,010,211
COMMUNITY NUTRITION PROGRAMS	3,230,951	3,180,096	2,947,196
CONSUMER HEALTH & FOOD SAFETY	1,575,238	1,579,073	1,589,538
DIRECTOR'S OFFICE	(38,333)	466,412	360,827
DISEASE CONTROL	2,049,372	2,076,682	2,043,072
EMERGENCY MGT/HOMELAND SECURITY	1,406,791	0	0
FAMILY PLANNING AND WOMEN'S HEALTH	2,134,183	2,113,083	2,055,005
MOBILE SERVICES	112,601	102,106	74,771
ONE PERCENT FOR YOUTH	23,000	100,000	100,000
PIMA ANIMAL CARE CENTER	5,850,442	4,568,414	4,924,366
PREVENTION AND EDUCATION PROGRAMS	1,769,421	11,786,071	8,155,391
PUBLIC HEALTH EMERGENCY PREPAREDNESS	1,803,382	1,142,496	771,686
PUBLIC HEALTH NURSING	4,378,056	4,437,560	5,029,567
PUBLIC HEALTH SERVICES	768,182	2,741,892	2,603,830
TEEN SERVICES AND OUTREACH	122	465,368	440,164
VITAL REGISTRATION	642,122	555,392	572,968
Total Expenditures	26,812,332	36,270,251	32,678,592

Funding by Source**Revenues**

CHIEF MEDICAL OFFICER	30,475	36,000	36,000
COMMUNITY NUTRITION PROGRAMS	2,347,595	2,724,089	2,482,052
CONSUMER HEALTH & FOOD SAFETY	1,124,847	1,050,000	1,150,000
DIRECTOR'S OFFICE	36,916	0	0
DISEASE CONTROL	930,372	960,339	940,456
EMERGENCY MGT/HOMELAND SECURITY	636,257	0	0
FAMILY PLANNING AND WOMEN'S HEALTH	1,683,317	1,515,692	1,576,541
MOBILE SERVICES	1,300	6,000	0
ONE PERCENT FOR YOUTH	5,000	0	0
PIMA ANIMAL CARE CENTER	4,803,151	4,275,824	4,478,174
PREVENTION AND EDUCATION PROGRAMS	1,664,868	11,690,680	7,998,364
PUBLIC HEALTH EMERGENCY PREPAREDNESS	1,562,724	1,142,496	771,686
PUBLIC HEALTH NURSING	1,641,092	2,487,021	2,788,050
PUBLIC HEALTH SERVICES	325,509	270,013	487,676
VITAL REGISTRATION	1,438,289	1,373,946	1,373,946
Total Revenues	18,231,712	27,532,100	24,082,945
Net Operating Transfers In/(Out)	9,333,628	8,227,659	8,123,265
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(753,008)	510,492	472,382
Total Program Funding	26,812,332	36,270,251	32,678,592

Department Summary by Program

Department: **HEALTH**

Staffing (FTEs) by Program

CHIEF MEDICAL OFFICER	10.2	9.0	9.3
COMMUNITY NUTRITION PROGRAMS	60.8	65.0	62.1
CONSUMER HEALTH & FOOD SAFETY	32.0	31.0	31.0
DIRECTOR'S OFFICE	11.3	6.0	5.0
DISEASE CONTROL	32.3	29.1	28.8
EMERGENCY MGT/HOMELAND SECURITY	9.3	0.0	0.0
FAMILY PLANNING AND WOMEN'S HEALTH	23.7	23.8	23.5
MOBILE SERVICES	1.6	1.8	1.4
PIMA ANIMAL CARE CENTER	78.5	77.9	77.9
PREVENTION AND EDUCATION PROGRAMS	13.3	14.0	25.8
PUBLIC HEALTH EMERGENCY PREPAREDNESS	10.7	13.1	10.6
PUBLIC HEALTH NURSING	56.5	58.7	62.5
PUBLIC HEALTH SERVICES	37.2	16.6	22.4
TEEN SERVICES AND OUTREACH	0.0	7.9	7.9
VITAL REGISTRATION	13.2	13.1	13.1
Total Staffing (FTEs)	390.6	367.0	381.3

Notes:

Effective October 1, 2009, the administration of the Kino Teen Center was moved from Community Services, Employment & Training to Health. Activity for fiscal year 2009/10 may be found in Community Services, Employment & Training department.

Beginning July 1, 2010, the Office of Emergency Management & Homeland Security was budgeted as a separate department. Historical information for fiscal year 2009/10 is presented in Health.

Program Summary

Department: HEALTH

Program: CHIEF MEDICAL OFFICER

Function

Responsible for assuring that all medical care delivered in Health Department clinics is current, accurate, and delivered with care and sensitivity. Assures medical guidance is available to all programs within the Health Department including disease investigation, immunizations, and all clinical services, as well as in emergency responses involving health care. Responsible for assuring compliance within the Health Department with all applicable policies, laws, rules, and regulations including Clinical Laboratory Improvement Amendments (CLIA), Occupational Safety and Health Administration (OSHA) regulations, Health Insurance Portability and Accountability Act (HIPAA) privacy rules, state licensure rules, pharmaceutical security, etc.

Description of Services

Provide all direct clinical services at Health Department clinics, including family planning, well child care, STD, tuberculosis, mobile health clinics, teen services, and juvenile detention sexual health clinic. Oversee multiple lab sites/CLIA licenses. Provide guidance and training to entire Health Department to maintain compliance with all applicable federal, state, and local policies, laws, rules and regulations. Provide medical guidance to all outbreak investigations and to routine disease investigations when questions arise. Function as "medical expert" providing guidance to Health Department and Emergency Operations Center during response to emergencies with health component.

Program Goals and Objectives

- Provide excellent quality and up-to-date medical care to all patients at Health Department clinics
- Ensure Health Department remains in compliance with applicable federal, state, and local policies, laws, rules and regulations
- Exceed 80% score on all laboratory proficiency testing
- Provide medical guidance to outbreak investigations and to public health emergency response, as well as to other programs within the Department as needed

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Number of clinical encounters for Family Planning unduplicated clients	7,031	7,000	7,000
Number of clinical encounters for Colposcopy	406	300	300
Number of clinical encounters for Well Woman Healthcheck	734	570	600
Number of outbreaks involving Chief Medical Officer oversight	9	5	5
Score on laboratory proficiency testing for gram stain	93%	95%	95%
Score on laboratory proficiency testing for wet mount	100%	95%	95%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,019,280	932,726	988,350
SUPPLIES AND SERVICES	87,522	11,817	14,861
CAPITAL OUTLAY	0	11,063	7,000
Total Program Expenditures	1,106,802	955,606	1,010,211

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	30,568	36,000	36,000
MISCELLANEOUS	(93)	0	0
Operating Revenue Sub-Total	30,475	36,000	36,000
Net Operating Transfers In/(Out)	1,062,844	791,717	842,193
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	13,483	127,889	132,018
Total Program Funding	1,106,802	955,606	1,010,211

Program Staffing (FTEs)	10.2	9.0	9.3

Program Summary

Department: HEALTH

Program: COMMUNITY NUTRITION PROGRAMS

Function

Protect and promote the health of Pima County residents through the administration of programs providing quality supplemental food; nutrition; breastfeeding education and breast pump loans; folate education; and referrals to other health and social services.

Community Nutrition Programs are an adjunct to good health care during critical times of growth and development in order to prevent health problems and 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 Farmers' Market Nutrition Program (AZFMNP), Special Supplemental Nutrition Program for Women, Infants & Children (WIC) and the Breastfeeding Peer Counseling Program. Assess health risks including desirable and appropriate growth measures and anemia. Provide clients with appropriate general health, nutrition, breastfeeding, high risk, and other education, information, and referral as applicable.

Program Goals and Objectives

- Serve as many eligible participants as possible for the programs within established caseload as granted and funded by the Arizona Department of Health Services' USDA Bureau of Nutrition and Physical Activity
- Network with other nutrition and health-based agencies, including Pima County programs, to provide a wide array of services to Pima County residents in need of assistance for food and nutrition-related needs
- Distribute AZFMNP coupon booklets to a minimum of 2,200 low income individuals
- Meet monthly caseload of 12,900 WIC program participants and 4,411 CSFP program participants
- Provide a minimum of 15,000 health and nutrition education interventions to WIC and CSFP clients
- Provide at least 150,156 (97% of targeted caseload) WIC food packages, redeemed through local grocery stores at a value of \$8,164,000 to low income women, infants and children
- Provide 240 units (contacts) of service by Breastfeeding Peer Counselors to Pima County women to promote and support breastfeeding

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
AZ Farmers' Market coupon booklets issued	2,382	2,500	2,200
CSFP food packages issued	53,474	52,932	52,932
Folate program participants	3,140	3,500	1,400
Nutrition education interventions	32,046	22,000	15,000
WIC food packages issued	154,313	160,632	150,156
Breastfeeding Peer Counselors hospital-based client encounters	57	400	240

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	2,535,845	2,734,377	2,645,173
SUPPLIES AND SERVICES	695,106	445,719	302,023
Total Program Expenditures	3,230,951	3,180,096	2,947,196

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
Operating Revenue Sub-Total	0	0	0
INTERGOVERNMENTAL	2,347,665	2,724,089	2,482,052
MISCELLANEOUS	(70)	0	0
Grant Revenue Sub-Total	2,347,595	2,724,089	2,482,052
Net Operating Transfers In/(Out)	872,290	392,590	402,111
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	11,066	63,417	63,033
Total Program Funding	3,230,951	3,180,096	2,947,196

Program Staffing (FTEs)	60.8	65.0	62.1

Program Summary

Department: HEALTH

Program: CONSUMER HEALTH & FOOD SAFETY

Function

Enforce environmental and public 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. Handle approximately 100,000 contacts with the public in person, telephone, or e-mail 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 goal for public schools general and food sanitation
- Meet inspection frequency goal for public pools when operating
- Meet the required inspection frequency goal 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

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Food service inspections completed	8,091	9,220	9,535
Swimming pool inspections completed	3,838	2,481	2,521
Housing inspections completed	400	836	835
Plan reviews (food, housing, and pools)	269	75	250
Certifications issued (food and pools)	1,571	1,500	1,500
Public nuisance complaints investigated	528	1,000	1,500
Arizona Smoke-free Act compliance checks	10,429	12,456	10,620

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,179,636	1,411,809	1,468,074
SUPPLIES AND SERVICES	394,238	113,264	121,464
CAPITAL OUTLAY	1,364	54,000	0
Total Program Expenditures	1,575,238	1,579,073	1,589,538

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
LICENSES & PERMITS	1,104,877	1,050,000	1,150,000
CHARGES FOR SERVICES	19,150	0	0
MISCELLANEOUS	820	0	0
Operating Revenue Sub-Total	1,124,847	1,050,000	1,150,000
Net Operating Transfers In/(Out)	444,749	455,495	379,975
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	5,642	73,578	59,563
Total Program Funding	1,575,238	1,579,073	1,589,538

Program Staffing (FTEs)	32.0	31.0	31.0

Program Summary

Department: 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 381.3 FTEs and \$32,678,592 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 Care, Consumer Health and Food Safety, and Emergency Preparedness. Respond to inquiries and requests from members and staff of the Board of Supervisors, County and Deputy County Administrators, and the public.

Program Goals and Objectives

- Help the residents of Pima County achieve and maintain an optimal level of wellness
- Exercise a leadership role in protecting health, preventing disease, and promoting community well-being through adoption of core public health functions and national standards
- Encourage an active network of public health and safety professionals and community-based organizations
- Systematically collect, assemble, analyze, and distribute information on health of the community
- Ensure that quality services, including personal health services needed for the protection of public health in the community, are available and accessible to all persons

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Programs directed	16	15	15
Program service sites	27	27	27
Grants managed	40	30	29
Health expenditures per capita	\$26.07	\$35.50	\$30.98
General Fund subsidy per capita	\$8.04	\$8.05	\$7.70

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	(43,005)	382,133	327,826
SUPPLIES AND SERVICES	3,619	81,805	33,001
CAPITAL OUTLAY	1,053	2,474	0
Total Program Expenditures	(38,333)	466,412	360,827

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTEREST	36,899	0	0
MISCELLANEOUS	17	0	0
Operating Revenue Sub-Total	36,916	0	0
Net Operating Transfers In/(Out)	0	401,548	311,930
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(75,249)	64,864	48,897
Total Program Funding	(38,333)	466,412	360,827

Program Staffing (FTEs)	11.3	6.0	5.0

Program Summary

Department: HEALTH

Program: DISEASE CONTROL

Function

Decrease the incidence of communicable diseases that threaten public health.

Description of Services

Develop and implement programs and plans that address disease control strategies through prevention, intervention, investigation, surveillance, education, screening, diagnosis and treatment. Provide subject matter expertise on sexually transmitted infections and tuberculosis for Pima County.

Program Goals and Objectives

- Monitor disease patterns and conduct investigations to provide guidance for health care providers and the community in detection, prevention, and containment of communicable diseases
- Increase the percentage of individuals with high risk sexual behaviors receiving screening, counseling, testing, and treatment services for HIV and STD
- Identify active cases of tuberculosis and ensure completion of therapy
- Identify, evaluate, and treat contacts to TB cases identified to have latent TB infection
- Conduct surveillance activities with high risk populations and treat for latent TB infection
- Maintain the availability of low or no cost HIV tests
- Maintain the number of clients with primary and secondary syphilis interviewed within 7, 14, or 30 days of initial testing

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Number of low or no-cost HIV tests	4,784	3,500	3,500
Proportion of primary & secondary syphilis patients interviewed within 7 days	75%	80%	80%
Proportion of primary & secondary syphilis patients interviewed within 14 days	70%	85%	85%
Proportion of primary & secondary syphilis patients interviewed within 30 days	70%	95%	95%
TB clients completing therapy within one year of being diagnosed	92%	90%	95%
TB clients have HIV status reported	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,390,349	1,569,726	1,538,020
SUPPLIES AND SERVICES	656,925	506,956	505,052
CAPITAL OUTLAY	2,098	0	0
Total Program Expenditures	2,049,372	2,076,682	2,043,072

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	198,947	191,650	191,650
MISCELLANEOUS	1,080	0	0
Operating Revenue Sub-Total	200,027	191,650	191,650
INTERGOVERNMENTAL	729,530	768,689	748,806
MISCELLANEOUS	815	0	0
Grant Revenue Sub-Total	730,345	768,689	748,806
Net Operating Transfers In/(Out)	1,104,982	961,094	953,198
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	14,018	155,249	149,418
Total Program Funding	2,049,372	2,076,682	2,043,072

Program Staffing (FTEs)	32.3	29.1	28.8

Program Summary

Department: 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 to 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. Assist each municipality in developing and maintaining an emergency response plan. Provide emergency response and management training opportunities to agency and municipality trainers.

(Note: After fiscal year 2009/10, this program is presented in the new department Office of Emergency Management & Homeland Security. Only historical information is presented here.)

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
- 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 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

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Exercises conducted	25	n/a	n/a
Community Emergency Response Team (CERT) classes	15	n/a	n/a
Citizens trained in CERT	182	n/a	n/a
Business presentations	31	n/a	n/a
Civic presentations	14	n/a	n/a
Neighborhood presentations	5	n/a	n/a
Events for community planning and preparedness activities and exercises	436	n/a	n/a

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	582,906	0	0
SUPPLIES AND SERVICES	773,197	0	0
CAPITAL OUTLAY	50,688	0	0
Total Program Expenditures	1,406,791	0	0

Program Funding by Source

Revenues

INTEREST	157	0	0
MISCELLANEOUS	10	0	0
Operating Revenue Sub-Total	0	0	0

Program Summary

Department: HEALTH

Program: EMERGENCY MGT/HOMELAND SECURITY

INTERGOVERNMENTAL	634,733	0	0
MISCELLANEOUS	1,357	0	0
Grant Revenue Sub-Total	636,090	0	0
Net Operating Transfers In/(Out)	760,881	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	9,653	0	0
Total Program Funding	1,406,791	0	0
Program Staffing (FTEs)	9.3	0.0	0.0

Program Summary

Department: HEALTH

Program: FAMILY PLANNING AND WOMEN'S HEALTH

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 contraceptive methods. Provide reproductive health exams, mammograms, various diagnostic tests, 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, cancer treatment, surgery and other medical care needs of clients.

Program Goals and Objectives

- Provide family planning clinic services to at least 7,400 clients
- Provide a minimum of 500 colposcopy clinic encounters
- Provide family planning education to at least 2,500 individuals in the community
- Continue to expand services, targeting teens, by providing family planning services to Kino Teen Center, the Mobile Clinic, Project Contact, and the Juvenile Detention Center
- Provide Well Woman Healthcheck services to no less than 1,500 eligible women

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Family Planning unduplicated clients served	7,031	7,700	7,400
Colposcopy clinic encounters	406	500	500
Family Planning clinic encounters	12,713	14,000	13,500
Family Planning education encounters	3,316	2,500	2,500
Well Woman Healthcheck unduplicated clients served	1,870	1,462	1,500

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,084,054	1,214,911	1,190,826
SUPPLIES AND SERVICES	1,041,675	892,172	862,179
CAPITAL OUTLAY	8,454	6,000	2,000
Total Program Expenditures	2,134,183	2,113,083	2,055,005

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	102,656	127,735	127,735
MISCELLANEOUS	6,678	0	0
Operating Revenue Sub-Total	109,334	127,735	127,735
INTERGOVERNMENTAL	1,534,619	1,347,957	1,408,806
MISCELLANEOUS	39,364	40,000	40,000
Grant Revenue Sub-Total	1,573,983	1,387,957	1,448,806
Net Operating Transfers In/(Out)	445,218	514,312	413,626
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	5,648	83,079	64,838
Total Program Funding	2,134,183	2,113,083	2,055,005

Program Staffing (FTEs)	23.7	23.8	23.5

Program Summary

Department: HEALTH

Program: MOBILE SERVICES

Function

Maintain and operate a medical mobile health clinic to provide health services in designated sites. Maintain and operate educational van to assist in disease prevention primarily in the area of communicable diseases.

Description of Services

Operate a 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
- Deliver family planning services to no less than 700 unduplicated users of the Mobile Clinic and at least 420 unduplicated users of the education van

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Number of clients served by the medical mobile unit	922	700	700
Number of clients served by the educational van	4,386	500	420

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	62,413	62,425	43,800
SUPPLIES AND SERVICES	50,188	39,681	30,971
Total Program Expenditures	112,601	102,106	74,771

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	1,300	6,000	0
Operating Revenue Sub-Total	1,300	6,000	0
Net Operating Transfers In/(Out)	109,907	82,741	64,639
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	1,394	13,365	10,132
Total Program Funding	112,601	102,106	74,771

Program Staffing (FTEs)	1.6	1.8	1.4

Program Summary

Department: HEALTH

Program: ONE PERCENT FOR YOUTH

Function

Use funds available through the program to provide additional health and human services to the target age group of youth (ages 0-19) and young parents.

Description of Services

Support initiatives and programs directed at improving emotional and physical health of youth living in stressed areas of Pima County through Community Development & Neighborhood Conservation.

Program Goals and Objectives

- Provide additional health and human services to the target age group of youth (ages 0-19) and young parents
- Provide support to school based programs that address health related issues for youth
- Provide support to initiatives directed at reducing impact of poverty on youth in distressed areas

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Outreach events	34	6	10
Youth/young adults provided support in school/other educational programs	2,420	2,400	2,500
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
SUPPLIES AND SERVICES	23,000	100,000	100,000
Total Program Expenditures	23,000	100,000	100,000
Program Funding by Source			
Revenues			
MISCELLANEOUS	5,000	0	0
Operating Revenue Sub-Total	5,000	0	0
 Net Operating Transfers In/(Out)	 100,000	 100,000	 100,000
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(82,000)	0	0
Total Program Funding	23,000	100,000	100,000
Program Staffing (FTEs)	0.0	0.0	0.0

Program Summary

Department: 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
- Maintain the number of licenses issued per capita
- Increase public outreach events
- Increase the number of animals saved

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Licenses issued per capita	0.106	0.110	0.112
Animal bites per capita	0.0022	0.0018	0.0018
Dog bites resulting in enforcement field action per capita	0.0014	0.0016	0.0015
Animals saved	10,161	10,408	10,500
Education presentations	129	201	130
Animal rabies cases identified	70	11	75

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	4,023,182	3,432,637	3,570,706
SUPPLIES AND SERVICES	1,818,460	1,135,777	1,348,660
CAPITAL OUTLAY	8,800	0	5,000
Total Program Expenditures	5,850,442	4,568,414	4,924,366

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
LICENSES & PERMITS	1,573,943	1,679,169	1,679,169
INTERGOVERNMENTAL	2,179,157	1,619,714	1,876,222
CHARGES FOR SERVICES	531,031	711,065	715,048
FINES AND FORFEITS	165,642	200,557	158,260
INTEREST	2,594	0	0
MISCELLANEOUS	36,427	65,319	49,475
Operating Revenue Sub-Total	4,488,794	4,275,824	4,478,174
LICENSES & PERMITS	58,070	0	0
MISCELLANEOUS	256,287	0	0
Grant Revenue Sub-Total	314,357	0	0
Net Operating Transfers In/(Out)	1,034,171	251,900	385,727
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	13,120	40,690	60,465
Total Program Funding	5,850,442	4,568,414	4,924,366

Program Staffing (FTEs)	78.5	77.9	77.9

Program Summary

Department: HEALTH

Program: PREVENTION AND EDUCATION PROGRAMS

Function

Administer Tobacco and Chronic Disease program, Pima County's local project for tobacco education and prevention and chronic disease prevention, funded by the Arizona Department of Health Services and the federal stimulus funded Communities Putting Prevention to Work (CPPW) program that promotes healthy lifestyles.

Description of Services

Provide comprehensive tobacco education and prevention services to Pima County residents. Educate community on healthy eating and active living.

Program Goals and Objectives

- Save lives by reducing tobacco use and eliminating health disparities related to tobacco use through protecting residents from secondhand smoke and educating residents of Pima County about risks associated with chronic disease and chronic disease prevention information
- 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
- Reduce the spread of obesity and related chronic diseases in Pima County via policy, systems and environmental change in conjunction with the national Communities Putting Prevention to Work grant program
- Influence and implement neighborhood plans that improve access to physical activity facilities and healthy food in at least 15 underserved neighborhoods
- Support local food production and affordable distribution by establishing regular farmers' markets in underserved areas, including both permanent and "farm stand" locations
- Initiate at least 200 wellness councils at schools, worksites, faith based settings, and health care facilities
- Utilize no less than 45 media opportunities over fiscal years 2010/11 and 2011/12 to promote healthy eating and active living to counter negative influences on lifestyle

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Elementary and middle schools implementing intensive tobacco prevention curricula	118	120	85
Tobacco retailers provided merchant education to prevent tobacco sales to minors	125	75	100
Businesses receiving education and materials for compliance with Smoke Free Arizona	194	250	200
Community partnerships	160	20	50
Community plans impacted by CPPW change efforts	n/a	15	15
Neighborhood associations engaged in health promotion activities	n/a	15	15
Farmers' market sites/times added	n/a	3	6
Wellness councils initiated	n/a	175	200
CPPW media opportunities	n/a	36	27

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	732,098	1,731,045	1,564,021
SUPPLIES AND SERVICES	1,010,895	10,050,026	6,574,350
CAPITAL OUTLAY	26,428	5,000	17,020
Total Program Expenditures	1,769,421	11,786,071	8,155,391

Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	1,664,868	11,690,680	7,998,364
Grant Revenue Sub-Total	1,664,868	11,690,680	7,998,364

Program Summary

Department: HEALTH

Program: PREVENTION AND EDUCATION PROGRAMS

Net Operating Transfers In/(Out)	103,243	82,125	135,748
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	1,310	13,266	21,279
Total Program Funding	<u>1,769,421</u>	<u>11,786,071</u>	<u>8,155,391</u>
Program Staffing (FTEs)	13.3	14.0	25.8

Program Summary

Department: HEALTH

Program: PUBLIC HEALTH EMERGENCY PREPAREDNESS

Function

Provide a consistent strategy for coordinating the efforts made by Pima County Health Department in response to our community's public health and safety needs in a timely and professional manner and develop standards and plans by which staff will operate while responding to the public health consequences of any emergency situation or threat to the well-being of the community.

Description of Services

Describe the procedures and responsibilities appropriate to the health consequences of a major incident which address an outbreak resulting from the release of a biological agent, naturally occurring infectious disease, natural disaster, severe weather emergency, or hazardous material release.

Program Goals and Objectives

- Provide a coordinated strategy for all Health Department operations during any disaster/emergency with the potential to threaten public health and to minimize serious illness and deaths due to a public health disaster/emergency

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Public Health staff trained on National Incident Management System and Incident Command System	22	8	200
Public Health staff and volunteers trained/exercised on emergency plans	48	83	75
Public Health preparedness exercises	2	4	4

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,073,481	847,795	670,797
SUPPLIES AND SERVICES	712,021	273,701	100,889
CAPITAL OUTLAY	17,880	21,000	0
Total Program Expenditures	1,803,382	1,142,496	771,686

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	1,562,724	1,142,496	771,686
Grant Revenue Sub-Total	1,562,724	1,142,496	771,686
Net Operating Transfers In/(Out)	237,643	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	3,015	0	0
Total Program Funding	1,803,382	1,142,496	771,686

Program Staffing (FTEs)	10.7	13.1	10.6

Program Summary

Department: HEALTH

Program: PUBLIC HEALTH NURSING

Function

The division of Public Health Nursing works in partnership with the community and service agencies to provide population based interventions that prevent disease, unintentional injuries and to promote health to the residents of Pima County.

Description of Services

Public Health Nursing provides a variety of services which are classified into three main categories. The first is to prevent the spread of communicable diseases through the administration of vaccines. The second category is to optimize the health of the community through population based interventions and home visitation. The third is to increase access to health care by promoting the enrollment and re-enrollment of individuals into primary care services. Examples of services include: Health and Safety consultation for child care programs; immunizations for adults, children and international travelers; home visits/case management; car seat safety education; health presentations/classes; senior wellness program and prenatal outreach program (Health Start).

Program Goals and Objectives

- Initiate, maintain and evaluate population based Public Health Nursing programs that promote optimal health/safety and disease prevention
- Initiate and maintain case management of individuals, families, and communities through referral base district nursing to optimize the health and safety status of Pima County
- Initiate and maintain Public Health Nursing population based interventions design to prevent and control communicable disease
- Initiate and maintain public awareness of emergency readiness to decrease morbidity and lessen recovery time from catastrophic disasters
- Engage and mentor students and volunteers to foster an understanding and interest in Public Health Nursing

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Number of child care programs impacted by child care consultation/training	200	200	200
Nursing case management visits	6,924	6,000	7,500
Clients with improved outcomes	90%	99%	90%
Immunization visits	44,067	40,145	40,000
Number of major community collaborations/projects	20	20	25
Children receiving fluoride varnish applications	1,886	1,800	1,800
International travel vaccines administered	2,765	2,700	2,700
Children receiving dental sealant applications	2,977	2,700	2,900
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	2,945,037	3,341,058	3,646,642
SUPPLIES AND SERVICES	1,411,584	1,092,502	1,367,121
CAPITAL OUTLAY	21,435	4,000	15,804
Total Program Expenditures	4,378,056	4,437,560	5,029,567
Program Funding by Source			
Revenues			
LICENSES & PERMITS	13	0	0
CHARGES FOR SERVICES	510,737	1,035,758	747,281
MISCELLANEOUS	20,828	0	0
Operating Revenue Sub-Total	531,578	1,035,758	747,281
INTERGOVERNMENTAL	1,090,812	1,451,263	2,040,769
MISCELLANEOUS	18,702	0	0
Grant Revenue Sub-Total	1,109,514	1,451,263	2,040,769
Net Operating Transfers In/(Out)	2,620,452	1,679,279	1,924,213
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	116,512	271,260	317,304
Total Program Funding	4,378,056	4,437,560	5,029,567
Program Staffing (FTEs)	56.5	58.7	62.5

Program Summary

Department: HEALTH

Program: PUBLIC HEALTH SERVICES

Function

Decrease the incidence of communicable and vaccine preventable diseases that threaten public health. Support the Department with administrative services.

Description of Services

Develop and implement programs and plans that address disease control strategies through prevention, intervention, investigation, surveillance, and immunization. Provide subject matter expertise on vaccine and communicable diseases. Provide administrative services and financial support to programs.

Program Goals and Objectives

- Design and implement disease control protocols that address prevention, surveillance, investigation, and control measures to protect the public's health
- Early initiation of case investigation to decrease community spread of infectious disease
- Decrease incidence of communicable and vaccine preventable diseases
- Provide department programs with efficient support services to enhance the delivery of services rendered to the residents of Pima County
- Monitor disease patterns to detect increases or potential epidemics
- Conduct disease investigations and provide guidance to professional and community partners in the detection, prevention, and containment of communicable diseases
- Maintain passive surveillance systems in schools for influenza like illness
- Provide immunization coverage to children 3 years of age and younger
- Assess immunization coverage and improve availability of non-stock vaccine

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Provide immunization educational classes for community	10	11	15
Percent of immunization requirements for children under 3 completed on schedule	n/a	71%	70%
Contracts managed	140	121	130
Personnel managed (FTEs)	391	367	381
Facilities managed	15	12	16
Warehouse inventory audit accuracy	99%	96%	98%
Outbreaks with investigation initiated within 24 hours of receipt of report	78%	90%	90%
Outbreaks reported to Arizona Department of Health Services (ADHS) within 24 hours of receipt of report	56%	95%	95%
Communicable disease investigations initiated within 30 days	95%	95%	95%
Communicable disease investigations entered in state database	95%	95%	95%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	529,841	1,635,015	1,903,178
SUPPLIES AND SERVICES	230,893	1,097,007	696,652
CAPITAL OUTLAY	7,448	9,870	4,000
Total Program Expenditures	768,182	2,741,892	2,603,830

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	9	0	0
Operating Revenue Sub-Total	9	0	0
INTERGOVERNMENTAL	325,425	270,013	487,676
MISCELLANEOUS	75	0	0
Grant Revenue Sub-Total	325,500	270,013	487,676

Program Summary

Department: HEALTH

Program: PUBLIC HEALTH SERVICES

Net Operating Transfers In/(Out)	437,248	2,114,208	1,829,389
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	5,425	357,671	286,765
Total Program Funding	<u>768,182</u>	<u>2,741,892</u>	<u>2,603,830</u>
Program Staffing (FTEs)	37.2	16.6	22.4

Program Summary

Department: HEALTH

Program: TEEN SERVICES AND OUTREACH

Function

Provide adolescents ages 12-19 with information and means to exercise personal choice in determining the number and spacing of their children and provide comprehensive sex and health education.

Description of Services

Provide health prevention education and health service resources to individuals and groups which include family planning, STD screening and treatment, referrals for social service needs, teen parenting, general health education.

(Note: Effective October 1, 2009, administration of the Kino Teen Center was transferred from the Community Services, Employment & Training department to Health. Historical information can be found in the Community Services, Employment & Training department for fiscal year 2009/10.)

Program Goals and Objectives

- Provide consistent, teen friendly, confidential environment
- Assure scheduled and walk-in appointment availability for teens
- Increase teen and community awareness of teen services and resources
- Provide family planning clinic services to at least 900 clients
- Provide family planning and sexually transmitted disease education to at least 5,000 individuals in the community
- Continue to expand services by reaching more unduplicated clients, targeting teens, by providing family planning services to Kino Teen Center, the Mobile Clinic, Project Contact, and the Juvenile Detention Center

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Family planning unduplicated clients served	n/a	876	900
Teen services education encounters	n/a	5,000	5,000
Parenting and social service classes conducted	n/a	120	120

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	0	367,037	375,732
SUPPLIES AND SERVICES	122	93,831	59,932
CAPITAL OUTLAY	0	4,500	4,500
Total Program Expenditures	122	465,368	440,164

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Net Operating Transfers In/(Out)	0	400,650	380,516
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	122	64,718	59,648
Total Program Funding	122	465,368	440,164

Program Staffing (FTEs)	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
	0.0	7.9	7.9

Program Summary

Department: 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

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Certificates issued per year	101,442	103,470	105,539
Certificates issued per year by each of 12 FTEs	8,453	8,622	8,794

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	495,912	494,601	510,905
SUPPLIES AND SERVICES	136,910	60,791	62,063
CAPITAL OUTLAY	9,300	0	0
Total Program Expenditures	642,122	555,392	572,968

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	1,438,289	1,373,946	1,373,946
Operating Revenue Sub-Total	1,438,289	1,373,946	1,373,946
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(796,167)	(818,554)	(800,978)
Total Program Funding	642,122	555,392	572,968

Program Staffing (FTEs)	13.2	13.1	13.1

Institutional Health

Expenditures: 100,824,913

FTEs 30.3

Revenues: 103,676

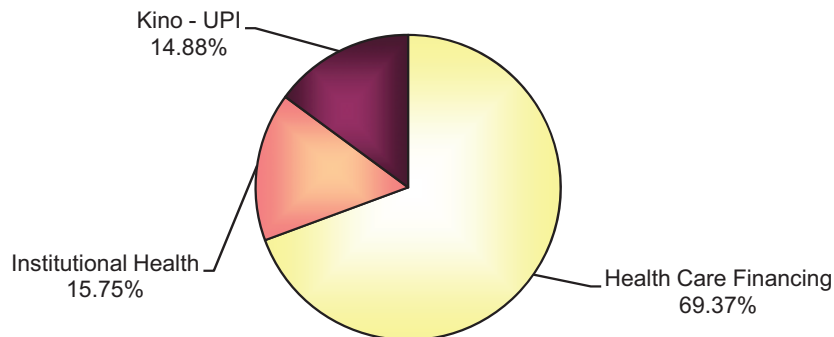
Function Statement:

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, formerly known as Kino Community Hospital. Fund and administer the Pima County Restoration to Competency Program housed at the Pima County Adult Detention Center and fund services provided for program patients at the Arizona State Hospital.

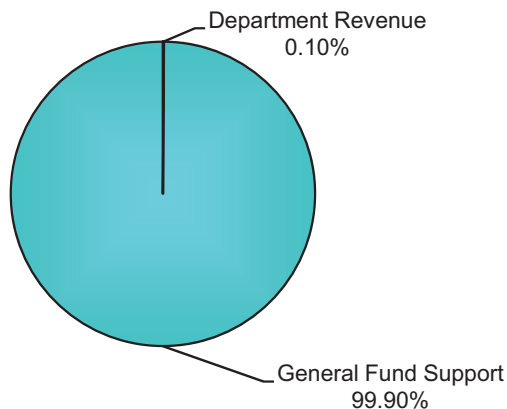
Mandates:

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

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: INSTITUTIONAL HEALTH

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
HEALTH CARE FINANCING	45,698,823	65,975,775	69,944,670
INSTITUTIONAL HEALTH	13,595,056	17,219,246	15,880,243
KINO - UPH	27,795,207	11,208,333	15,000,000
Total Expenditures	87,089,086	94,403,354	100,824,913
Funding by Source			
Revenues			
INSTITUTIONAL HEALTH	141,781	69,765	69,765
KINO - UPH	2,987,792	4,669,156	33,911
Total Revenues	3,129,573	4,738,921	103,676
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	83,959,513	89,664,433	100,721,237
Total Program Funding	87,089,086	94,403,354	100,824,913
Staffing (FTEs) by Program			
HEALTH CARE FINANCING	24.0	25.0	24.3
INSTITUTIONAL HEALTH	6.0	6.0	6.0
Total Staffing (FTEs)	30.0	31.0	30.3

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 \$42,302,468 to the Arizona Long Term Care System (ALTCSS) programs, as well as \$2,484,657 in additional contributions resulting from the October, 2001 implementation of Proposition 204. Contract for and fund \$8,173,045 for the County's mandated responsibilities for mental health services. (Note: These four items do not exactly total \$67,994,845 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 health care related claims submitted for payment to screen out inappropriate claims, seek other payer sources, and exclude payment for ineligible patients
- Review and audit involuntary commitment utilization data and claims to ensure appropriate use of involuntary commitment statutes and to ensure adequate provision of service within the behavioral health crisis system

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Timely payments made to mandated state health programs	100%	100%	100%
Monthly reporting of Community Partnership of Southern Arizona (CPSA) Involuntary Commitment activity is reviewed/audited	12	12	12

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,812,209	1,841,159	1,939,878
SUPPLIES AND SERVICES	43,877,792	64,107,601	67,994,845
CAPITAL OUTLAY	8,822	27,015	9,947
Total Program Expenditures	45,698,823	65,975,775	69,944,670

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	45,698,823	65,975,775	69,944,670
Total Program Funding	45,698,823	65,975,775	69,944,670

Program Staffing (FTEs)	24.0	25.0	24.3

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. Fund the County's responsibility regarding housing of Sexually Violent Persons at Arizona State Hospital.

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, report findings and make recommendations to County administration to improve efficiency, maximize revenues, and minimize expenses to the degree prudent. Monitor and fund the County's obligation in housing Sexually Violent Persons at Arizona State Hospital pursuant to legislation.

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) to less than three patients per month, while not exceeding the budgeted funding for the RTC program

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Monthly audits on contract staffing levels pursuant to correctional health contract terms	12	12	12
Contract performance indicators are identified and audited monthly pursuant to contract	12	12	12
Liquidated damages and offsets assessed as indicated in contract terms	yes	yes	yes
Fewer than three RTC patients per month referred to ASH	yes	yes	yes

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	583,993	615,489	619,066
SUPPLIES AND SERVICES	13,011,063	16,603,757	15,261,177
Total Program Expenditures	13,595,056	17,219,246	15,880,243

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	141,781	69,765	69,765
Operating Revenue Sub-Total	141,781	69,765	69,765
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	13,453,275	17,149,481	15,810,478
Total Program Funding	13,595,056	17,219,246	15,880,243

Program Staffing (FTEs)	6.0	6.0	6.0

Program Summary

Department: INSTITUTIONAL HEALTH

Program: KINO - UPH

Function

Administer the County's contract with University Physicians Healthcare (formerly known as University Physicians Inc.) for the lease and operation of University Physicians Healthcare Hospital (UPHH), previously known as Kino Community Hospital.

Description of Services

Monitor and/or audit the lease contract between Pima County and University Physicians Healthcare (UPH) 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. Monitor and fund the new intergovernmental agreement (IGA) with Arizona Board of Regents (ABOR) which now oversees UPHH through its UA Healthcare entity. This IGA calls for \$15,000,000 in funding to be paid to ABOR in fiscal year 2011/12.

Program Goals and Objectives

- Ensure compliance with terms of the lease contract and the ABOR IGA to maximize the potential benefit of the hospital to the residents in the vicinity
- Ensure that County funding is at an appropriate level to continue operation of the hospital under the terms approved by the Board of Supervisors
- Monitor hospital services available pursuant to terms of the lease to ensure the availability of a range of hospital services on Tucson's south side

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Contractor submits financial and narrative reports on a timely basis per lease agreement	yes	yes	yes
Payments to and collections from contractor are made on a timely basis	100%	100%	100%
Funding is at an appropriate level for the continued operation of the hospital	yes	yes	yes
Established hospital lines of business remain in place and viable	yes	yes	yes

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
SUPPLIES AND SERVICES	27,795,207	11,208,333	15,000,000
Total Program Expenditures	27,795,207	11,208,333	15,000,000

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	2,933,880	4,625,000	0
INTEREST	53,912	44,156	33,911
Operating Revenue Sub-Total	2,987,792	4,669,156	33,911
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	24,807,415	6,539,177	14,966,089
Total Program Funding	27,795,207	11,208,333	15,000,000

Program Staffing (FTEs)	0.0	0.0	0.0

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Pima Health System & Services

Expenditures: 69,926,412

FTEs 256.4

Revenues: 61,061,472

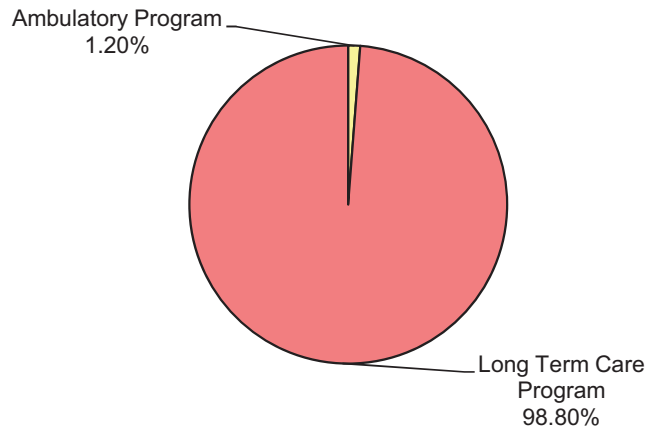
Function Statement:

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). Provide services to local residents through non-medical Community Services System.

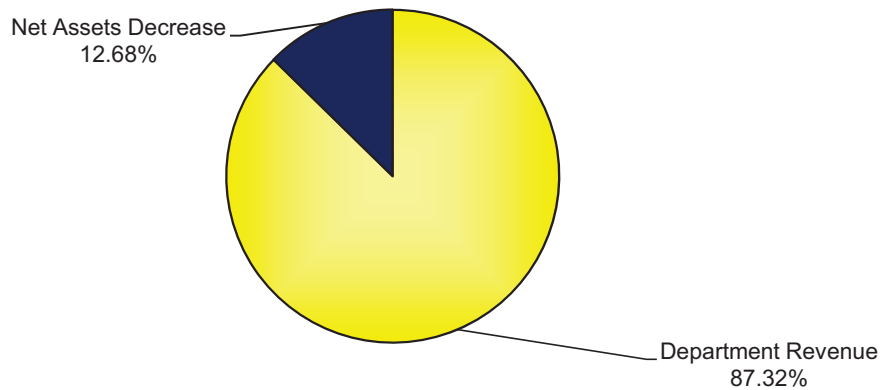
Mandates:

ARS Title 36, Chapter 29: Arizona Health Care Cost Containment System Administration, Article 1: Arizona Health Care Cost Containment System and Article 2: Arizona Long-Term Care System

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **PIMA HEALTH SYSTEM & SERVICES**

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
AMBULATORY PROGRAM	3,395,070	2,597,208	840,754
COMMUNITY SERVICES SYSTEM	4,761,358	5,361,832	1,000
LONG TERM CARE PROGRAM	196,643,554	198,874,639	69,084,658
Total Expenditures	204,799,982	206,833,679	69,926,412
Funding by Source			
Revenues			
AMBULATORY PROGRAM	6,280,592	3,292,127	748,056
COMMUNITY SERVICES SYSTEM	4,358,043	5,017,390	0
LONG TERM CARE PROGRAM	202,058,100	198,889,256	60,313,416
Total Revenues	212,696,735	207,198,773	61,061,472
Net Operating Transfers In/(Out)	(1,000,000)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(6,896,753)	(365,094)	8,864,940
Total Program Funding	204,799,982	206,833,679	69,926,412
Staffing (FTEs) by Program			
ADMINISTRATION	92.0	32.3	0.0
COMMUNITY SERVICES SYSTEM	7.2	6.1	0.0
HEALTH MANAGEMENT	22.0	20.5	0.0
LONG TERM CARE PROGRAM	559.3	527.5	256.4
Total Staffing (FTEs)	680.5	586.4	256.4

Program Summary

Department: PIMA HEALTH SYSTEM & SERVICES

Program: ADMINISTRATION

Function

Carry salary, benefit, supply, and service expenses relating to Pima Health System (PHS) central services divisions (PHS Administrative Services, Medical Claims Adjudication, Financial Services, Information Services, Provider Services/Contracts, Grievance & Appeals, and Member Services).

Description of Services

Perform overall administration and the following functions for PHS: Contract Maintenance & Negotiations, Provider Services & Relations Activities, Grievances & Appeals, and Member Services. Also, In conjunction with the County's Finance and Risk Management Department, responsible for Medical Claims Adjudication and Financial Management and Reporting. Further, in conjunction with the County's Information Technology Department, responsible for Information Systems Management.

Note: The expenditures for this program are allocated out in full to the Ambulatory Program, Long Term Care Program (ALTCS), and Community Services System (CSS).

Program Goals and Objectives

For historical purposes only. See Financial Highlights below.

- 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
- Pay at least 90% of claims within 30 days
- Pay a minimum of 99% of claims within 90 days
- Limit unscheduled database server downtime to less than two hours per month
- Limit annual downtime for system and application server to less than six hours per year
- Receive a positive response on at least 90% of provider satisfaction surveys
- Schedule specialist appointments within 45 days

Financial Highlights and Significant Issues

Pima Health Systems & Services' fiscal year 2011/12 budget reflects the transfer of its AHCCCS and ALTCS functions to Bridgeway Health Solutions as of January 1, 2011. Because future operations will consist only of closure of this Program, ongoing performance measurement is no longer applicable.

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Full compliance with Corporate Compliance/Grievance Program	100%	100%	n/a
Full compliance with Cultural Competency Program	yes	yes	n/a
Vital written materials translated	100%	100%	n/a
Accounts Payable & Procurement meet all requirements	yes	yes	n/a
Claims paid within 30 days	90%	90%	n/a
Claims paid within 90 days	99%	99%	n/a
Network Development Plan accepted by AHCCCS	yes	yes	n/a
Submit quarterly reports within 60 days of qtr end	yes	yes	n/a
Annual financial audit with no internal control issues	yes	yes	n/a
Unscheduled database server downtime per month	1 hour	1 hour	n/a
Closure of the Plan and sale of Posada del Sol by 12/31/2011	n/a	n/a	completed
Program Staffing (FTEs)	92.0	32.3	0.0

Program Summary

Department: PIMA HEALTH SYSTEM & SERVICES

Program: AMBULATORY PROGRAM

Function

Provide quality, cost effective ambulatory/acute medical services to members enrolled in the Pima Health System Arizona Health Care Cost Containment System (AHCCCS) Ambulatory Program in Pima County.

Description of Services

Provide a variety of medical services to qualified members of AHCCCS ambulatory program including inpatient, emergency, physician, laboratory, radiology, pharmacy, behavioral health, transportation, and other ancillary medical services.

Note: There are no FTEs assigned to this program. Personal services costs shown below are reimbursements to other programs.

Program Goals and Objectives

For historical purposes only. See Financial Highlights below.

- Improve quality of services provided to members
- Receive a positive response on at least 95% of member satisfaction surveys

Financial Highlights and Significant Issues

Pima Health Systems & Services' fiscal year 2011/12 budget reflects the transfer of of its AHCCCS and ALTCS functions to Bridgeway Health Solutions as of January 1, 2011. Because future operations will consist only of closure of this Program, ongoing performance measurement is no longer applicable.

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Medical expense as a percent of operating revenue	92%	92%	n/a
Administrative expense as a percent of operating revenue	8%	8%	n/a
Positive response rate to member satisfaction survey	93%	95%	n/a
Closure of the Plan	n/a	n/a	completed

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	87,942	138,293	59,531
SUPPLIES AND SERVICES	3,307,128	2,458,915	781,223
Total Program Expenditures	3,395,070	2,597,208	840,754

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	4,565,500	3,170,924	745,113
INTEREST	42,654	121,203	2,943
MISCELLANEOUS	1,672,438	0	0
Operating Revenue Sub-Total	6,280,592	3,292,127	748,056
Net Operating Transfers In/(Out)	(1,000,000)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(1,885,522)	(694,919)	92,698
Total Program Funding	3,395,070	2,597,208	840,754

Program Staffing (FTEs)	0.0	0.0	0.0

Program Summary

Department: PIMA HEALTH SYSTEM & SERVICES

Program: COMMUNITY SERVICES SYSTEM

Function

Provide grant funded Non-Medical Home and Community Based Services to the low income frail elderly and younger physically disabled Pima County residents.

Description of Services

Provide adult day care, attendant care, case management, emergency response system, home delivered meals, housekeeping, intake case management, personal care, home repair/modification, respite shopper, visiting nurse, caregiver support groups, and caregiver training.

Program Goals and Objectives

For historical purposes only. See Financial Highlights below.

- 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

Financial Highlights and Significant Issues

Pima Health Systems & Services' fiscal year 2011/12 budget reflects the transfer of of its AHCCCS and ALTCS functions to Bridgeway Health Solutions as of January 1, 2011. Because future operations will consist only of closure of this Program, ongoing performance measurement is no longer applicable.

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Clients served	1,950	1,950	n/a
Average case levels maintained by case mgrs	100%	100%	n/a
Housekeeping allocation utilized	100%	100%	n/a
Closure of the Plan	n/a	n/a	complete

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	335,499	325,847	0
SUPPLIES AND SERVICES	4,425,859	5,035,985	1,000
Total Program Expenditures	4,761,358	5,361,832	1,000

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	4,223,795	5,002,190	0
MISCELLANEOUS	134,248	15,200	0
Operating Revenue Sub-Total	4,358,043	5,017,390	0
Net Operating Transfers In/(Out)	255,801	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	147,514	344,442	1,000
Total Program Funding	4,761,358	5,361,832	1,000

Program Staffing (FTEs)	7.2	6.1	0.0

Program Summary

Department: PIMA HEALTH SYSTEM & SERVICES

Program: HEALTH MANAGEMENT

Function

Carry 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. Provide the following services: 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, acute care case management, chronic disease program coordination, HIV and transplant coordination, maternal and child health care, early and periodic screening, diagnosis and treatment (EPSDT) screening, practitioner/provider credentialing/recredentialing/profiling, abuse monitoring, concern/complaint investigations, and performance measure/performance improvement project monitoring/reporting.

Program Goals and Objectives

For historical purposes only. See Financial Highlights below.

- 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
- Meet/exceed AHCCCS mandated performance measures
 - . Ensure Medical Director reviews and signs all denied prior authorizations
 - . Review all non-formulary requests within 5 days
 - . Ensure all contracted practitioners and select providers are credentialed/recredentialled
 - . Investigate all complaints, including abuse issues
 - . Reassess all at-risk member cases every 30 days or less
 - . Resolve all prior authorization issues within 28 days

Financial Highlights and Significant Issues

Pima Health Systems & Services' fiscal year 2011/12 budget reflects the transfer of of its AHCCCS and ALTCS functions to Bridgeway Health Solutions as of January 1, 2011. Because future operations will consist only of closure of this Program, ongoing performance measurement is no longer applicable.

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Medical Director reviews & signs all denied prior authorizations	yes	yes	n/a
Days to review all non-formulary requests	5	5	n/a
All contracted practitioners and select providers are credentialed/recredentialled	yes	yes	n/a
All complaints, including abuse issues investigated	yes	yes	n/a
All at-risk member cases reassessed every 30 days or less	yes	yes	n/a
Prior authorization issues resolved within 28 days	yes	yes	n/a
Closure of the Plan	n/a	n/a	complete
Program Staffing (FTEs)	22.0	20.5	0.0

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 mandated 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, social and behavioral health services, and case management. Carry the operating costs of Posada del Sol (PDS), the Behavioral Health (BH) team, and the Home Care Support Services Program.

Program Goals and Objectives

For historical purposes only. See Financial Highlights below.

- Continue to provide medical, social and behavioral care that is both fiscally responsible and respectful towards the needs of its members
- Maintain or increase current membership in the HCBS Program, thereby allowing PHS to make a positive impact on the health of qualified residents of both Pima and Santa Cruz counties
- Meet or exceed medical expense to operating revenue ratio of 85%
- Meet administrative expense to operating revenue ratio of no more than 8%
- Assess level of care for HCBS members every 90 days
- Assess level of care for institutionalized members every 180 days
- Receive a positive response on at least 90% of member satisfaction surveys

Financial Highlights and Significant Issues

Pima Health Systems & Services' fiscal year 2011/12 budget reflects the transfer of of its AHCCCS and ALTCS functions to Bridgeway Health Solutions as of January 1, 2011. This Program includes the remaining operations of the Posada del Sol skilled nursing facility. This facility may be sold during fiscal year 2011/12. Because ongoing operations are not planned and due to the current focus on transferring other long term care contracts to Bridgeway Health Solutions, no performance measures have been developed for this Program.

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Medical expense as a % of operating revenue	90%	90%	n/a
Administrative expense as a % of operating revenue	8%	8%	n/a
Enrolled membership at year end	4,340	4,460	0
Quarterly Adult Foster Care home visit for periodic monitoring	yes	yes	n/a
Asstd Living Homes/Center residents surveyed per yr.	20%	20%	n/a
Annual evaluation of behavioral health providers	yes	yes	n/a
Avail. behavioral hlth svcs fully AHCCCS compliant	yes	yes	n/a
Well-child EPSDT screened for behavioral needs	75%	75%	n/a
Case mgr intensive training within 45 days of hire	yes	yes	n/a
Annual cost effective study for each HCBS member	yes	yes	n/a
Level of care (LOC) assessment-HCBS members	90 days	90 days	n/a
LOC assessment for institutionalized members	180 days	180 days	n/a
Sale of Posada del Sol facility	n/a	n/a	completed

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	28,652,817	30,364,116	15,586,695
SUPPLIES AND SERVICES	167,970,441	168,426,715	53,488,963
CAPITAL OUTLAY	20,296	83,808	9,000
Total Program Expenditures	196,643,554	198,874,639	69,084,658

Program Summary

Department: PIMA HEALTH SYSTEM & SERVICES

Program: LONG TERM CARE PROGRAM

Program Funding by Source

Revenues			
CHARGES FOR SERVICES	200,668,772	198,218,171	60,268,014
INTEREST	463,528	551,157	28,402
MISCELLANEOUS	925,800	119,928	17,000
Operating Revenue Sub-Total	202,058,100	198,889,256	60,313,416
Net Operating Transfers In/(Out)	(255,801)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(5,158,745)	(14,617)	8,771,242
Total Program Funding	196,643,554	198,874,639	69,084,658
Program Staffing (FTEs)	559.3	527.5	256.4

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Capital Projects Fund	Enterprise Funds	Total Expenditures
<u>PUBLIC WORKS</u>					
<u>CAPITAL PROJECTS</u>					
CAPITAL PROJECTS			221,159,460		221,159,460
TOTAL CAPITAL PROJECTS			221,159,460		221,159,460
<u>DEVELOPMENT SERVICES</u>					
DSD GRANTS				142,354	142,354
PERMITTING				2,826,366	2,826,366
PLANNING				2,553,853	2,553,853
SUBDIVISION AND DEVELOPMENT REVIEW				702,325	702,325
SUPPORT				449,537	449,537
TOTAL DEVELOPMENT SERVICES				6,674,435	6,674,435
<u>ENVIRONMENTAL QUALITY</u>					
ADMINISTRATION		16,830			16,830
AIR		2,175,339			2,175,339
COMMUNICATION AND OUTREACH		192,163			192,163
ENFORCEMENT		7,313			7,313
WATER AND WASTE		747,306			747,306
TOTAL ENVIRONMENTAL QUALITY		3,138,951			3,138,951
<u>FACILITIES MANAGEMENT</u>					
ADMINISTRATION	1,648,885				1,648,885
ASSET MGT & PLANNING SERVICES	334,888				334,888
BUILDING SERVICES	13,928,724	765,100			14,693,824
BUSINESS SERVICES	134,872				134,872
DESIGN & CONSTRUCTION SERVICES	730,360				730,360
PARKING GARAGES				1,743,359	1,743,359
TOTAL FACILITIES MANAGEMENT	16,777,729	765,100		1,743,359	19,286,188
<u>NATURAL RESOURCES, PARKS & RECREATION</u>					
DEPARTMENTAL SERVICES	659,195	62,000			721,195
DEVELOPMENT	47,519				47,519
GIS & MULTIMEDIA SERVICES	373,194				373,194
NATURAL RESOURCE PARKS	2,571,974	543,000			3,114,974
OPERATIONS	7,293,427				7,293,427
PLANNING	143,586				143,586
RECREATION	3,485,013				3,485,013
TOTAL NATURAL RESOURCES, PARKS & RECREATION	14,573,908	605,000			15,178,908
<u>OFFICE OF SUSTAINABILITY & CONSERVATION</u>					
CONSERVATION SCIENCE	73,870				73,870
CULTURAL RESOURCES	106,440				106,440
SUSTAINABILITY	83,540				83,540
TOTAL OFFICE OF SUSTAINABILITY & CONSERVATION	263,850				263,850
<u>PUBLIC WORKS ADMINISTRATION</u>					
ADMINISTRATION					
CULTURAL RESOURCES					
REAL PROPERTY					
TOTAL PUBLIC WORKS ADMINISTRATION					

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Capital Projects Fund	Enterprise Funds	Total Expenditures
<u>REGIONAL FLOOD CONTROL DISTRICT</u>					
CAPITAL IMPROVEMENT		169,618			169,618
FLOOD CONTROL SUPPORT		3,504,691			3,504,691
HAZARD MITIGATION		1,663,233			1,663,233
INFRASTRUCTURE		3,406,144			3,406,144
REGULATORY		1,392,575			1,392,575
RIPARIAN PROTECTION		1,907,689			1,907,689
TOTAL REGIONAL FLOOD CONTROL DISTRICT		12,043,950			12,043,950
<u>REGIONAL WASTEWATER RECLAMATION</u>					
CONVEYANCE SYSTEM				11,144,337	11,144,337
PLANNING & ENGINEERING				8,917,071	8,917,071
REGIONAL WASTEWATER RECLAMATION ADMIN				103,554,498	103,554,498
TREATMENT OPERATIONS				30,437,642	30,437,642
TOTAL REGIONAL WASTEWATER RECLAMATION				154,053,548	154,053,548
<u>SOLID WASTE MANAGEMENT</u>					
COMMUNITY SERVICES		216,000			216,000
DEVELOPMENT, CLOSURE, AND REMEDIATION		4,000			4,000
RESOURCE MANAGEMENT		1,063,000			1,063,000
WASTE MANAGEMENT		5,164,000			5,164,000
TOTAL SOLID WASTE MANAGEMENT		6,447,000			6,447,000
<u>TRANSPORTATION</u>					
DIRECTOR'S OFFICE AND SUPPORT SVCS		10,300,549			10,300,549
SYSTEMS, OPERATIONS AND MAINTENANCE		24,458,697			24,458,697
TRANSPORTATION INFRASTRUCTURE		1,993,995			1,993,995
TOTAL TRANSPORTATION		36,753,241			36,753,241
TOTAL PUBLIC WORKS	31,615,487	59,753,242	221,159,460	162,471,342	474,999,531
INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY					
<u>FLEET SERVICES</u>					
FLEET MANAGEMENT ADMINISTRATION					6,115,974
FLEET PARTS SUPPLY					1,797,220
MAINTENANCE & OPERATIONS					3,597,444
SUPPORT SERVICES					5,484,007
TOTAL FLEET SERVICES					16,994,645
TOTAL INTERNAL SERVICE - PUBLIC WORKS					16,994,645

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Capital Projects Fund	Enterprise Funds	Total Revenues
<u>PUBLIC WORKS</u>					
<u>CAPITAL PROJECTS</u>					
CAPITAL PROJECTS			53,977,280		53,977,280
TOTAL CAPITAL PROJECTS			53,977,280		53,977,280
<u>DEVELOPMENT SERVICES</u>					
DSD GRANTS				76,782	76,782
PERMITTING				5,014,192	5,014,192
PLANNING				392,145	392,145
SUBDIVISION AND DEVELOPMENT REVIEW				444,715	444,715
SUPPORT				20,394	20,394
TOTAL DEVELOPMENT SERVICES				5,948,228	5,948,228
<u>ENVIRONMENTAL QUALITY</u>					
ADMINISTRATION		15,250			15,250
AIR		1,726,200			1,726,200
COMMUNICATION AND OUTREACH		192,100			192,100
ENFORCEMENT		7,100			7,100
WATER AND WASTE		746,511			746,511
TOTAL ENVIRONMENTAL QUALITY		2,687,161			2,687,161
<u>FACILITIES MANAGEMENT</u>					
ADMINISTRATION	41,784				41,784
BUILDING SERVICES	2,372,672	2,295,035			4,667,707
PARKING GARAGES				2,099,100	2,099,100
TOTAL FACILITIES MANAGEMENT	2,414,456	2,295,035		2,099,100	6,808,591
<u>NATURAL RESOURCES, PARKS & RECREATION</u>					
DEPARTMENTAL SERVICES		62,000			62,000
NATURAL RESOURCE PARKS	161,500	645,000			806,500
OPERATIONS	340,700				340,700
RECREATION	322,600				322,600
TOTAL NATURAL RESOURCES, PARKS & RECREATION	824,800	707,000			1,531,800
<u>REGIONAL FLOOD CONTROL DISTRICT</u>					
FLOOD CONTROL SUPPORT		20,268,768			20,268,768
RIPARIAN PROTECTION		150,000			150,000
TOTAL REGIONAL FLOOD CONTROL DISTRICT		20,418,768			20,418,768
<u>REGIONAL WASTEWATER RECLAMATION</u>					
REGIONAL WASTEWATER RECLAMATION ADMIN				166,423,553	166,423,553
TOTAL REGIONAL WASTEWATER RECLAMATION				166,423,553	166,423,553
<u>SOLID WASTE MANAGEMENT</u>					
RESOURCE MANAGEMENT		6,000			6,000
WASTE MANAGEMENT		4,241,000			4,241,000
TOTAL SOLID WASTE MANAGEMENT		4,247,000			4,247,000
<u>TRANSPORTATION</u>					
DIRECTOR'S OFFICE AND SUPPORT SVCS		46,990,953			46,990,953
SYSTEMS, OPERATIONS AND MAINTENANCE		1,194,552			1,194,552
TRANSPORTATION INFRASTRUCTURE		856,581			856,581
TOTAL TRANSPORTATION		49,042,086			49,042,086
TOTAL PUBLIC WORKS	3,239,256	79,397,050	53,977,280	174,470,881	311,084,467

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area/Super Department/Program	General Fund	Special Revenue Funds	Capital Projects Fund	Enterprise Funds	Total Revenues
INTERNAL SERVICE FUNDS -- INFORMATIONAL PURPOSES ONLY					
<u>FLEET SERVICES</u>					
FLEET MANAGEMENT ADMINISTRATION					13,150,322
FLEET PARTS SUPPLY					6,000
MAINTENANCE & OPERATIONS					1,814,341
SUPPORT SERVICES					1,233,799
TOTAL FLEET SERVICES					16,204,462
TOTAL INTERNAL SERVICE - PUBLIC WORKS					16,204,462

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
<u>PUBLIC WORKS</u>	
<u>CAPITAL PROJECTS</u>	
CAPITAL PROJECTS	5.0
TOTAL CAPITAL PROJECTS	5.0
<u>DEVELOPMENT SERVICES</u>	
DSD GRANTS	1.0
PERMITTING	30.1
PLANNING	23.4
SUBDIVISION AND DEVELOPMENT REVIEW	7.3
SUPPORT	3.3
TOTAL DEVELOPMENT SERVICES	65.1
<u>ENVIRONMENTAL QUALITY</u>	
ADMINISTRATION	5.0
AIR	17.5
COMMUNICATION AND OUTREACH	2.9
ENFORCEMENT	4.0
WATER AND WASTE	6.6
TOTAL ENVIRONMENTAL QUALITY	36.0
<u>FACILITIES MANAGEMENT</u>	
ADMINISTRATION	16.0
ASSET MGT & PLANNING SERVICES	5.0
BUILDING SERVICES	118.0
BUSINESS SERVICES	3.0
DESIGN & CONSTRUCTION SERVICES	23.0
PARKING GARAGES	3.0
TOTAL FACILITIES MANAGEMENT	168.0
<u>FLEET SERVICES</u>	
FLEET MANAGEMENT ADMINISTRATION	11.0
FLEET PARTS SUPPLY	4.0
MAINTENANCE & OPERATIONS	38.0
SUPPORT SERVICES	2.0
TOTAL FLEET SERVICES	55.0
<u>NATURAL RESOURCES, PARKS & RECREATION</u>	
DEPARTMENTAL SERVICES	7.0
DEVELOPMENT	2.0
GIS & MULTIMEDIA SERVICES	5.5
NATURAL RESOURCE PARKS	33.3
OPERATIONS	104.0
PLANNING	2.0
RECREATION	76.3
TOTAL NATURAL RESOURCES, PARKS & RECREATION	230.1

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area/Super Department/Programs	FTEs
<u>OFFICE OF SUSTAINABILITY & CONSERVATION</u>	
CONSERVATION SCIENCE	4.0
CULTURAL RESOURCES	6.5
SUSTAINABILITY	1.0
TOTAL OFFICE OF SUSTAINABILITY & CONSERVATION	11.5
<u>PUBLIC WORKS ADMINISTRATION</u>	
ADMINISTRATION	5.0
REAL PROPERTY	18.0
TOTAL PUBLIC WORKS ADMINISTRATION	23.0
<u>REGIONAL FLOOD CONTROL DISTRICT</u>	
CAPITAL IMPROVEMENT	5.0
FLOOD CONTROL SUPPORT	8.0
HAZARD MITIGATION	13.0
INFRASTRUCTURE	14.3
REGULATORY	18.0
RIPARIAN PROTECTION	9.0
TOTAL REGIONAL FLOOD CONTROL DISTRICT	67.3
<u>REGIONAL WASTEWATER RECLAMATION</u>	
CONVEYANCE SYSTEM	108.0
PLANNING & ENGINEERING	91.7
REGIONAL WASTEWATER RECLAMATION ADMIN	97.1
TREATMENT OPERATIONS	215.0
TOTAL REGIONAL WASTEWATER RECLAMATION	511.8
<u>SOLID WASTE MANAGEMENT</u>	
RESOURCE MANAGEMENT	8.0
WASTE MANAGEMENT	20.5
TOTAL SOLID WASTE MANAGEMENT	28.5
<u>TRANSPORTATION</u>	
DIRECTOR'S OFFICE AND SUPPORT SVCS	26.2
SYSTEMS, OPERATIONS AND MAINTENANCE	172.0
TRANSPORTATION INFRASTRUCTURE	96.5
TOTAL TRANSPORTATION	294.7
TOTAL PUBLIC WORKS	1,496.0

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

Capital Projects

Expenditures: 221,159,460

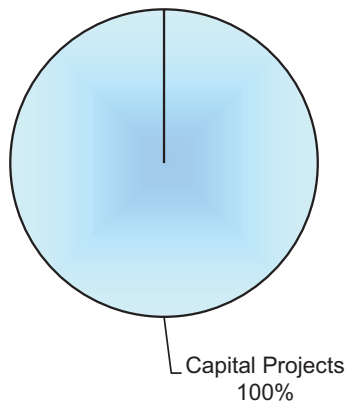
FTEs 5.0

Revenues: 53,977,280

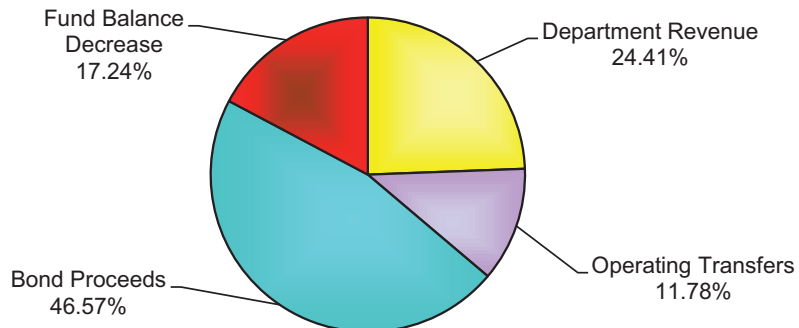
Function Statement: The Capital Projects budget reflects anticipated funding for the construction of Pima County capital improvement projects valued at \$100,000 or more (excluding enterprise and internal service fund projects), as detailed in the proposed Fiscal Year 2012/16 Five Year Capital Improvement 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

	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Expenditures by Program			
CAPITAL PROJECTS	162,050,669	198,701,642	221,159,460
Total Expenditures	162,050,669	198,701,642	221,159,460
Funding by Source			
Revenues			
CAPITAL PROJECTS	37,902,906	74,330,378	53,977,280
Total Revenues	37,902,906	74,330,378	53,977,280
Net Operating Transfers In/(Out)	(1,299,072)	14,599,521	26,048,639
Other Funding Sources	125,000,000	75,000,000	103,000,000
Fund Balance Decrease/(Increase)	446,835	34,771,743	38,133,541
Total Program Funding	162,050,669	198,701,642	221,159,460
Staffing (FTEs) by Program			
CAPITAL PROJECTS	9.5	4.0	5.0
Total Staffing (FTEs)	9.5	4.0	5.0

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 and all projects funded with bonds, (excluding enterprise and internal service 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 \$221,159,460 has been based on the following:

Facilities Management	\$67,190,735
Transportation	65,170,961
Sheriff	26,561,383
Regional Flood Control	20,973,632
Open Space	12,290,824
Parks and Recreation	12,132,559
Finance	5,991,216
Community Development	5,048,550
Cultural Resources	2,674,225
Information Technology	2,528,696
Solid Waste Management	596,679

Total CIP	\$221,159,460

Program Goals and Objectives

- Meet the reporting requirements of Pima County Code Title 3: Revenue and Finance, Chapter 3.06: Bonding Disclosure, Accountability and Implementation

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Bond Update Reports produced by due dates	yes	yes	yes
Completed Projects Report produced by due date	yes	yes	yes
Bond Ordinance Amendments produced by due dates	yes	yes	yes

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	659,379	0	0
SUPPLIES AND SERVICES	(647,166)	0	0
CAPITAL OUTLAY	162,038,456	198,701,642	221,159,460
Total Program Expenditures	162,050,669	198,701,642	221,159,460

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	31,105,975	67,260,836	49,384,375
CHARGES FOR SERVICES	4,380,520	6,665,200	3,655,905
INTEREST	1,169,998	0	0
MISCELLANEOUS	430,886	404,342	937,000
MEMO REVENUE	815,527	0	0
Operating Revenue Sub-Total	37,902,906	74,330,378	53,977,280
Net Operating Transfers In/(Out)	(1,299,072)	14,599,521	26,048,639
Other Funding Sources	125,000,000	75,000,000	103,000,000
Fund Balance Decrease/(Increase)	446,835	34,771,743	38,133,541
Total Program Funding	162,050,669	198,701,642	221,159,460

Program Staffing (FTEs)	9.5	4.0	5.0

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2011/2012

For a comprehensive list of the active and new projects comprising the fiscal year 2012/16 Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects.

Department/Project	FY 2011/12 Adopted
<u>Facilities Management</u>	
Justice Court/Municipal Court Complex	\$ 36,030,000
8th Floor Superior Courts Additional Courtrooms	8,500,000
Southern Arizona Indoor Sports Center at Curtis Park	6,655,000
UPH Abrams Clinics	2,600,000
Psychiatric Hospital (2004 & 2006 Authority)	2,480,530
Administration 4th Floor Tenant Improvements	2,365,000
Facilities Building Improvements	1,500,000
Abrams 1st to 2nd Floor Relocation	1,457,000
Arthur Pack and Winston Reynolds Manzanita Park Lighting Baseball Fields	1,445,000
Retrofit the Downtown Central Plant Chilled Water System	950,000
Psychiatric Urgent Care Center	800,580
Theresa Lee Health Clinic	737,795
Install Gas-to-Electric Turbines at the Adult Detention Complex	711,688
Replace Administration & Building M Roofs	295,000
Downtown Complex	275,000
Replace Motors in the Downtown Governmental Complex	243,330
Arizona Sonora Desert Museum - Gray Water	99,062
ADA Facility Accessibility Projects	33,750
Amado - UCHC Health Clinic	12,000
<u>Facilities Management Total</u>	\$ 67,190,735
<u>Transportation</u>	
Magee Road/Cortaro Farms Road: Mona Lisa to La Canada	\$ 8,482,000
La Cholla Boulevard: Magee Road to Overton Road	6,533,737
Magee Road/Cortaro Farms Road: Corridor Study & Thornydale Road to Mona Lisa	5,520,745
Pavement Preservation Program	5,000,000
Valencia Road: Alvernon Road to Wilmot Road	4,336,000
La Canada Drive: Ina Road to River Road	4,000,000
Houghton Road: Interstate 10 to Tanque Verde Road	3,800,000
Orange Grove Road: Camino de la Tierra to La Cholla Boulevard	3,700,000
La Canada Drive: Ina Road to Calle Concordia	3,472,478
Alvernon Way/Valencia Intersection Improvements	2,465,789
Tanque Verde Road: Catalina Highway to Houghton Road	2,107,927
Valencia Road: Wilmot Road to Kolb Road	1,690,000
Ina Road at Oracle Road Intersection	1,500,000
Valencia Road: Mark Road to Wade Road	1,470,999
Magee Road: La Cañada Drive to Oracle Road	1,266,144
Valencia Road Street Lighting, Sidewalk, and Widening	1,189,674
ARRA Intersection Control & Crosswalk Renewal	789,000
La Cholla Boulevard: River Road to Ruthrauff Road	710,376
Golder Ranch Road Bridge at CDO Wash	580,000
Camino De Oeste: Los Reales to Valencia Road	500,000
General Hitchcock Highway Infrastructure Repairs	500,000
Laguna Elementary School Sidewalks/Landscaping	468,713
South Tucson Pavement Chip Seal	400,000
Colossal Cave Road: Success Drive & Ruthrauff Culvert	385,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2011/2012

For a comprehensive list of the active and new projects comprising the fiscal year 2012/16 Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects.

Department/Project	FY 2011/12 Adopted
Mt. Shadow/Ventana Signal	375,000
Orange Grove Two-Way-Left-Turn-Lane & Bike Lanes: La Canada Road to Oracle Road	355,000
Flowing Wells Sidewalks: River to Roger	311,384
Homer Davis Elementary Bicycle & Pedestrian Enhancement	300,000
Old Tucson-Nogales Highway: Summit Neighborhood	300,000
Aviation Parkway: Richey to Technical Dr.	250,000
Colossal Cave Bike Lanes	250,000
Agua Caliente Safe Routes to School	242,000
Safety Improvements / 1997 Bond Funded	235,000
Camino de Manana: Tangerine to Linda Vista	222,222
Centennial Elementary School: Safe Routes	150,000
Valencia Road: Benson to Littleton	150,000
Palo Verde/Lincoln: Hawk Signal & Crosswalk	125,000
Valencia Road Bike Lanes: Cardinal to Mission	110,000
Harrison Road Bike Lanes	102,218
I-19 Frontage Road: Continental Road to Canoa Road	100,000
Irvington at Mission	100,000
Sunrise Drive: Craycroft Road to Kolb Road	100,000
Bear Canyon Bike Lanes: Snyder to Indian Bend	75,000
Neighborhood Transportation Improvements	73,000
Square Tube Breakaway Sign Posts	64,805
Safe Routes to School Demonstration Project	60,000
Manzanita Elementary Safe Routes to School Design Project	55,000
ADA Pedestrian Improvements	50,000
Mission Road Paved Shoulder	45,000
Marsh Station Bridge South Abutment Repair	25,000
Alvernon Bike Lanes: Golf Links to Ajo	23,500
Safety Management Systems and Program Development	20,000
Orange Grove Bike Lanes: Oracle to Camino La Zorrola	11,000
Kino Parkway Overpass at 22nd Street	10,000
Miscellaneous Bike Safety Improvement Projects	5,000
Silverbell Road at Blanco/Brawley Washes	4,250
Intelligent Transportation Systems (Signals Coordination & Cabinet Upgrade)	1,000
Picture Rocks and Sandario Beacon	1,000
Video Detection at Traffic Signals	1,000
<u>Transportation Total</u>	\$ 65,170,961
<u>Sheriff Department</u>	
Communications Emergency Operations Center	\$ 17,058,020
Regional Public Safety Communications System	7,876,569
Thomas Price Service Center Communications Center Expansion	1,626,794
<u>Sheriff Department Total</u>	\$ 26,561,383
<u>Regional Flood Control</u>	
Urban Drainage	\$ 5,000,000
Pantano Wash: Speedway to Tanque Verde	3,508,700
Floodprone Land Acquisition Program	3,000,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2011/2012

For a comprehensive list of the active and new projects comprising the fiscal year 2012/16 Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects.

Department/Project	FY 2011/12 Adopted
Santa Cruz River: Grant Road to Camino del Cerro River Park	2,500,000
Floodprone and Riparian Land Acquisition	1,187,000
Santa Cruz River: Paseo de Las Iglesias Restoration (USACOE Study)	914,884
Tohono O'odham Nation Urban Drainage	893,510
Arroyo Chico Detention Basin (USACOE)	802,000
Santa Cruz River Flood Control, Erosion Control and Linear Park: Ajo to 29th Street	746,025
Cañada del Oro River Park: Thornydale to Magee	506,400
Roger Road and I-10 Drainage Improvement	500,000
Pascua Yaqui Tribe Black Wash Urban Drainage Flood Control Improvements	473,011
Santa Cruz River Continental Ranch Remediation	250,000
City of South Tucson Urban Drainage	214,102
El Corazon de los Tres Rios Del Norte	200,000
Pantano Wash Watershed Study	100,000
Santa Cruz River Watershed Study	100,000
Tres Rios del Norte (USACOE Study)	50,000
El Rio Medio (USACOE Study)	25,000
Pantano Wash: Kolb Executive Park Bank Protection	1,000
Pantano Wash: Mullins Landfill Bank Protection	1,000
Pantano Wash: Pantano Townhomes Bank Protection	1,000
<u>Regional Flood Control Total</u>	\$ 20,973,632
<u>Open Space</u>	
Painted Hills Property Acquisition	\$ 7,999,660
Sweetwater Canyon Property Acquisition	1,605,000
Town of Sahuarita Priorities	1,499,500
Kino at 36th: Little America Refining Property Acquisition	942,350
Open Space Preservation	244,314
<u>Open Space Total</u>	\$ 12,290,824
<u>Parks and Recreation</u>	
Southeast Community Park	\$ 3,928,096
Northside Community Center	2,381,516
Houghton Greenway	1,346,595
Bicycle Lane on Sahuarita Road	1,112,661
Southeast Regional Park/Shooting Range	900,000
Lincoln Park Softball Field Improvements	793,833
Tortolita Trail System	392,007
Julian Wash Linear Park	303,587
Lawrence Park Ball Field and Lighting	300,000
Santa Cruz River Community Park - Menlo Park	298,937
Atturbury Wash Sanctuary	183,951
Arroyo Chico	157,910
Rillito River Park: Mountain to Campbell (South Bank)	23,466
Santa Cruz River Park: Irvington to Valencia	10,000
<u>Parks and Recreation Total</u>	\$ 12,132,559
<u>Finance and Risk Management</u>	
PimaCore Resource Management System	\$ 5,991,216

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2011/2012

For a comprehensive list of the active and new projects comprising the fiscal year 2012/16 Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects.

Department/Project	FY 2011/12 Adopted
<u>Finance and Risk Management Total</u>	\$ 5,991,216
<u>Community Development</u>	
Esperanza En Escalante Veterans Housing Project	\$ 1,000,000
Housing Reinvestment 2004 Authorization	886,654
Honea Heights Redevelopment Project	600,000
Toumey Park	488,000
South Tucson Youth Mission View & Ochoa	425,000
Wakefield Neighborhood Project	400,000
29th Street Coalition Freedom Park	225,000
Barrio Centro	200,000
El Banco Remodel	150,000
NSP Acquisition Program	147,898
Avondale Neighborhood Project	100,000
Elvira Neighborhood	100,000
Menlo Park Neighborhood	100,000
Iowa Project	89,524
Barrio Kroeger Lane	87,017
5 Points Business Coalition	40,000
Lessons From Civano Project	9,457
<u>Community Development Total</u>	\$ 5,048,550
<u>Cultural Resources</u>	
Canoa Ranch Buildings Rehabilitation	\$ 625,290
Fort Lowell - Atkins Steel Acquisition	500,000
The Ajo Train Depot Historic Rehabilitation Project	489,007
Anza Trail - Llano Grande Campsite	441,835
Honey Bee Village Site Acquisition	170,000
Ajo Curley School Historic Art Institute	131,434
Tumamoc Hill Acquisition	100,000
Dakota Wash Site Acquisition	75,000
Anza Trail - Los Morteros Campsite	50,000
Anza Trail - Oit Pars Campsite	50,000
Canoa Ranch General: Repairs, etc.	30,000
Anza National Historic Trail	11,659
<u>Cultural Resources Total</u>	\$ 2,674,225
<u>Information Technology</u>	
Public Works Permitting/Licensing Application	\$ 600,000
Data Center Storage Upgrade	550,000
Pima Government Website	320,000
Defense Case Tracking	315,696
Capital Project Management Environment	195,000
Infrastructure and Application Monitoring	180,000
Pima Health Information Management System	168,000
Footprints ITIL Implementation	100,000
Public Fiduciary Application System	100,000
<u>Information Technology Total</u>	\$ 2,528,696

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2011/2012

For a comprehensive list of the active and new projects comprising the fiscal year 2012/16 Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects.

Department/Project	FY 2011/12 Adopted
<u>Solid Waste</u>	
Environmental Remediation/El Camino Del Cerro Landfill	\$ 575,666
Waste Tire Collection Site Relocation	20,000
El Camino del Cerro LOU Project	1,013
<u>Solid Waste Total</u>	\$ 596,679
<u>Fleet Services</u>	
New Services Facilities	\$ 1,512,875
Richey Road Fuel Station	135,000
<u>Fleet Services Total</u>	\$ 1,647,875
<u>Telecommunications</u>	
Phone System Replacement of the Switch located at the Old Courthouse	\$ 1,484,000
Enterprise Network Security Upgrade	370,000
Analog Line Replacement for VoIP Project	119,000
Catalyst 4500 Sup Upgrade and COT Connection	105,000
<u>Telecommunications Total</u>	\$ 2,078,000
<u>Regional Wastewater Reclamation</u>	
ROMP 32 MGD Reclamation Campus	\$ 78,611,916
ROMP Ina Road WPCF HPO Replacement	40,501,000
ROMP Ina Road WPCF 12.5 MGD Expansion	30,301,000
Ina Road WPCF Biosolids Facilities Improvements	21,104,800
ROMP Ina Road WPCF Power Generation & Distribution	7,147,000
Santa Cruz Interceptor, Phase III	6,624,693
PCRWRD Central Laboratory Complex Site Civil	5,835,266
Ina Road WPCF Class A Biosolids Improvements	5,171,900
System-Wide Sewer Conveyance Augmentation Program	4,504,468
PCRWRD Central Laboratory Complex	4,433,079
ROMP SCADA	4,325,000
Sewer Utility Modification Program	4,138,750
Prince Road & I-10 ADOT Sewer Modifications	2,601,474
CRRPS Facility Modifications	2,231,500
North Rillito Interceptor Relief Sewer	2,182,582
Forty Niner Country Club Rehabilitation	1,950,000
SCADA Master Plan Implementation Program	1,639,000
System-Wide Conveyance Rehabilitation Program	1,590,978
Ina Road WRF Primary Clarifier Concrete Repair	1,225,000
Corona de Tucson WRF Security Improvements	1,066,000
Green Valley WRF Security Improvements	984,800
ROMP Ina Road WPCF BNRAS System Modification	959,800
WW Avra Valley WRF Security	750,496
Sabino Creek Pump Station	718,000
Harrison Road: Millmar Road to Escalante Road	712,950
Quail Creek Lift Station	700,000
Ina Road Aeration Optimization	682,000
WW Sewer Manhole Rehabilitation #2	675,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2011/2012

For a comprehensive list of the active and new projects comprising the fiscal year 2012/16 Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects.

Department/Project	FY 2011/12 Adopted
SCADA Cyber Security Upgrade	645,000
Conveyance SCADA System Upgrade Richey Road to Ina Road	569,000
Ina Road WRF Replacement of Thickened Sludge Pumps	525,000
Green Valley WWTF - Sludge Digestion Facility Cover	500,000
Security Master Plan Implementation Program	464,200
22nd Street: I-10 to Tucson Boulevard, Sewer Utility	373,000
Ina Road WPCF SCADA Process Optimization	350,000
DMAFB Flow Meter Station	268,000
RW Conveyance Vapor Treatment Unit Odor Control	250,000
Grant Road Corridor Improvement: Sewer Utility	220,000
Ina Rd WRF - Grit Classifiers	215,000
Marana WWTP Expansion	200,000
Corona de Tucson WRF Second Fine Screen	156,000
La Canada: River Road to Ina Road, Sewer Utility	100,000
La Cholla: Magee Road to Tangerine Road, Sewer Utility	100,000
Magee/Cortaro Farms Road: Thornydale to La Canada,	100,000
Roger Road WWTP Demolition	62,897
Ina Road WRF Rough Screens	60,000
Region Wide Conveyance Odor Control	50,000
Region Wide Conveyance Odor Control System	15,000
Skyline: Country Club to Hacienda del Sol	10,200
Green Valley WRF Replace Washer/Compactor	10,000
Ina Road WRF East Plant	10,000
Sewer Manhole Rehabilitation	9,600
Continental Ranch Regional Pump Station	5,000
<u>Regional Wastewater Reclamation Total</u>	<u>\$ 238,636,349</u>
Total Capital Improvement Projects	\$ 463,521,684
Less: Fleet Services	(1,647,875)
Less: Telecommunications	(2,078,000)
Less: Regional Wastewater Reclamation	<u>(238,636,349)</u>
Total FY 2011/12 Adopted Capital Projects Fund	<u>\$ 221,159,460</u>

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Development Services

Expenditures: 6,674,435

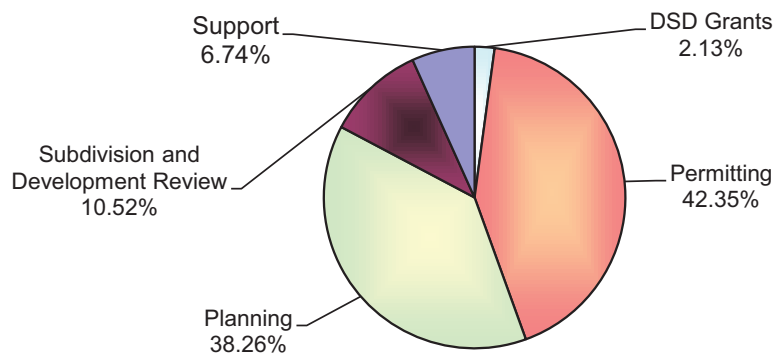
FTEs 65.1

Revenues: 5,948,228

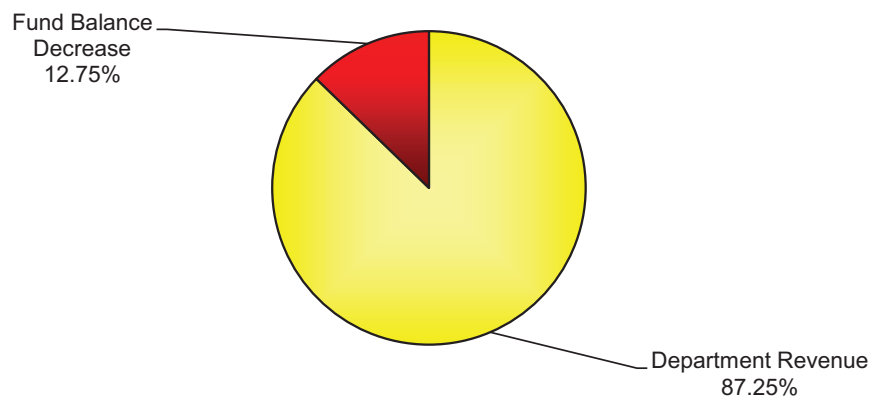
Function Statement: Provide land use planning, development, and permitting services. Administer the rezoning, comprehensive plan amendment, and appeals processes. Review subdivision plats and development plans for compliance with zoning and development regulations. Review all permit applications and 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. Perform Green Building/Sustainability review and permitting. Perform Health Department reviews for

Mandates: ARS Title 11, Chapter 2: Board of Supervisors, Article 9: Building Permits; Chapter 6: County Planning and Zoning; Chapter 8: Development Fees; and Chapter 9: Protected Development Rights; and Pima County Code Title 15: Buildings and Construction; and Title 18: Zoning

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **DEVELOPMENT SERVICES**

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
DSD GRANTS	0	0	142,354
PERMITTING	3,130,711	2,598,314	2,826,366
PLANNING	2,415,384	2,296,298	2,553,853
SUBDIVISION AND DEVELOPMENT REVIEW	884,379	795,368	702,325
SUPPORT	1,514,330	1,152,713	449,537
Total Expenditures	7,944,804	6,842,693	6,674,435
Funding by Source			
Revenues			
DSD GRANTS	0	0	76,782
PERMITTING	5,267,688	5,619,972	5,014,192
PLANNING	226,332	207,140	392,145
SUBDIVISION AND DEVELOPMENT REVIEW	529,578	612,631	444,715
SUPPORT	52,222	51,500	20,394
Total Revenues	6,075,820	6,491,243	5,948,228
Net Operating Transfers In/(Out)	1,969,735	(124,703)	(143,152)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(100,751)	476,153	869,359
Total Program Funding	7,944,804	6,842,693	6,674,435
Staffing (FTEs) by Program			
DSD GRANTS	0.0	0.0	1.0
PERMITTING	35.1	31.0	30.1
PLANNING	21.1	24.0	23.4
SUBDIVISION AND DEVELOPMENT REVIEW	8.0	7.3	7.3
SUPPORT	7.0	3.5	3.3
Total Staffing (FTEs)	71.2	65.8	65.1

Program Summary

Department: DEVELOPMENT SERVICES

Program: DSD GRANTS

Function

Facilitate, coordinate, and deliver the obligations of Development Services to the grants projects. Augment and increase departmental revenues.

Description of Services

Net Zero Energy Code Grant:

Use energy modeling software to model building elements including establishing residential and commercial building prototypes relevant to the Desert Southwest; establishing baseline energy models based on these prototypes; and modeling building elements to increase energy efficiency. Analyze the carbon cost, the construction cost and cost of energy dollars leaving the local economy. Develop both an economic-based prescriptive path and a performance path to achieve net-zero energy and water use for residential and commercial buildings. Model the savings from the implementation of the net-zero energy and water benchmarks. Prepare educational materials including resources on best practices that incorporate the prescriptive path element principles in new construction and existing construction.

Solar American Cities Grant:

Provide a central clearinghouse of regional solar information for residents, businesses, and solar companies. Assist in marketing the Greater Tucson and Pima County area to potential solar developers and manufacturers. Operate and maintain a Solar One Stop Center at the Public Works Building. Establish the Pima County solar website allowing individuals to have quick access to multiple jurisdictions solar permit requirements; financial incentives and rebates; various solar technologies applicable to homes and businesses; and representative solar case studies in our community. Facilitate training opportunities for installers and inspectors, make solar presentations to interested groups, act as a solar ombudsperson for problems with solar permits, and operate as a referral agency for all regional solar matters.

Program Goals and Objectives

- Develop a series of building energy code enhancements and best practice recommendations specific to the desert southwest that will reduce the energy consumption of new and remodeled residential and commercial buildings to net-zero energy use
- Promote the dissemination of solar information throughout the region.
- Provide clear, timely and accessible regional solar information and referral services

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Baseline energy models established	n/a	n/a	100%
Net-Zero and educational materials prepared	n/a	n/a	100%
Solar One Stop Deliverables completed by the scheduled dates	n/a	n/a	100%
Appropriate energy conserving measures developed	n/a	n/a	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	0	0	118,046
SUPPLIES AND SERVICES	0	0	24,308
Total Program Expenditures	0	0	142,354

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	0	0	76,782
Operating Revenue Sub-Total	0	0	76,782
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	65,572
Total Program Funding	0	0	142,354

Program Staffing (FTEs)	0.0	0.0	1.0

Program Summary

Department: DEVELOPMENT SERVICES

Program: PERMITTING

Function

Ensure building safety and sustainability through the review of construction plans and inspections. Ensure compliance with zoning code and other applicable regulations including grading, floodplain, and plant preservation requirements. Verify compatibility with surrounding neighborhoods, uses, and zones.

Description of Services

Provide plan review of commercial and residential structures. Make zoning determinations and verify permitted uses and adherence to adopted development standards, such as height and setbacks. Issue addresses and street names, process construction permit applications, review permit applications for required approvals, issue construction permits, and collect fees. Schedule inspection requests and maintain construction records. Provide on-site inspections for building codes compliance and other County department requirements. Apply standards to minimize physical impact of hillside development and protect aesthetics by regulating grading. Regulate encroachment and building development within areas subject to flooding or erosion. Ensure consistent, comprehensive, and timely implementation of water and wastewater requirements related to building permitting. Implement processes and procedures to enforce rules, codes, and ordinances.

Program Goals and Objectives

- Provide timely processing of building permits and inspection requests
 - . Approve at least 95% of permits within 5 working days from date of initialization
 - . Perform 100% of building inspections on the scheduled inspection date
- Provide clear and accessible information to help customers understand and comply with requirements
 - . Improve to at least 80% the applicants who rate employees highly in terms of assisting them in understanding the permitting process
 - . Improve to at least 80% the inspection customers who rate employees highly in terms of assisting them in understanding the inspection process

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Permits approved within 5 working days from date of initialization	86%	85%	95%
Building inspections performed on the scheduled inspection date	99.6%	99.5%	100%
Building applicants who rate employees highly in terms of assisting them in understanding the permitting process	n/a	70%	80%
Building inspection customers who rate employees highly in terms of assisting them in understanding the building inspection process	n/a	70%	80%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	2,293,726	1,966,917	2,310,839
SUPPLIES AND SERVICES	836,985	631,397	515,527
Total Program Expenditures	3,130,711	2,598,314	2,826,366

Program Funding by Source

Revenues			
LICENSES & PERMITS	5,051,795	5,148,436	4,776,070
INTERGOVERNMENTAL	9,454	120,368	0
CHARGES FOR SERVICES	107,052	87,000	113,156
MISCELLANEOUS	99,387	264,168	124,966
Operating Revenue Sub-Total	5,267,688	5,619,972	5,014,192
Net Operating Transfers In/(Out)	18,465	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(2,155,442)	(3,021,658)	(2,187,826)
Total Program Funding	3,130,711	2,598,314	2,826,366

Program Staffing (FTEs)	35.1	31.0	30.1

Program Summary

Department: DEVELOPMENT SERVICES

Program: PLANNING

Function

Provide land use planning services including planning proposal reviews, ordinance development, comprehensive plans, and appeals in unincorporated Pima County. Administer the comprehensive plan amendment and update processes, rezoning process, appeals processes, Board of Adjustment, Design Review Committee, and hearing officer cases. Prepare zoning code text amendments as required.

Description of Services

Update, amend, and maintain the comprehensive plan. Participate in inter-jurisdictional planning efforts. Prepare special planning area studies. Prepare reports, notifications, and analyses on rezoning, specific plans, and special appeals. Update and maintain the official zoning base maps and records. Review lot split request. Review rezoning, specific plans, and special appeals for environmental policy compliance. Coordinate environmental policy with other Public Works departments and perform the necessary field work. Review plat note modifications, plat waivers, and other modification requests. Prepare Board of Adjustment and Design Review Committee packets and reports. Implement processes and procedures necessary to enforce and observe rules, codes, and ordinances as adopted by Pima County. Oversee and coordinate zoning code text amendments. Administer and staff the hearing officer process and 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 comprehensive plan amendments
 - . Ensure Board of Supervisors (BOS) act on the Annual Comprehensive Plan Amendment by December 31st
- Provide timely, accurate processing of rezoning applications, inspection requests, and code text amendments
 - . Achieve at least 80% of the rezoning applications approved by Board of Supervisors within 8 months of application
- Provide clear and accessible information to help customers understand and comply with requirements
 - . Achieve at least 80% of the rezoning customers who rate employees highly in terms of assisting customers in the rezoning process
 - . Achieve at 85% of the comprehensive plan amendment customers who rate employees highly in terms of assisting customers in the Comprehensive Plan Amendment process
- Improve the effectiveness of code text amendments
 - . Achieve to at least 80% of the code text amendments approved/denied by the Board of Supervisors within eight months from the time of initiation
 - . Improve communication so that 80% of the code implementers/interpreters rate the aggregate code amendments highly in terms of their effectiveness
 - . Achieve at least 80% of the zoning, building and grading complaints and violators who rate employees highly in terms of assisting them in understanding the violation and remedy
- Improve the efficiency of code enforcement process
 - . Resolve zoning code complaints within 100 working days

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Annual Comprehensive Plan Amendment applications acted on by the BOS by December 31st of the application year	75%	100%	100%
Rezoning applications decided on by the BOS within 8 months from the time accepted by the planner on duty	n/a	80%	80%
Rezoning customers rating employees highly in terms of assisting them understand the rezoning process	n/a	80%	80%
Comprehensive Plan Amendment customers rating employees highly in terms of assisting them understand the Comprehensive Plan Amendment process	n/a	80%	80%
Code Text Amendments approved/denied by the BOS within 8 months from the time of public initiation	71%	80%	80%
Code implementers/interpreters who rate the aggregate code amendments highly in terms of their effectiveness	77%	85%	80%
Code Enforcement complainants and violators who rate employees highly in terms of assisting them in understanding the code enforcement process	n/a	75%	80%
Code complaints resolved within 100 working days	69%	75%	78%

Program Summary

Department: DEVELOPMENT SERVICES

Program: PLANNING

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,799,970	1,824,405	2,129,724
SUPPLIES AND SERVICES	615,414	471,893	424,129
Total Program Expenditures	2,415,384	2,296,298	2,553,853
Program Funding by Source			
Revenues			
CHARGES FOR SERVICES	197,269	206,140	318,175
MISCELLANEOUS	29,063	1,000	73,970
Operating Revenue Sub-Total	226,332	207,140	392,145
Net Operating Transfers In/(Out)	2,128	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	2,186,924	2,089,158	2,161,708
Total Program Funding	2,415,384	2,296,298	2,553,853
Program Staffing (FTEs)	21.1	24.0	23.4

Program Summary

Department: DEVELOPMENT SERVICES

Program: SUBDIVISION AND DEVELOPMENT REVIEW

Function

Review subdivision plats, development plans, and sewer and paving/grading improvement plans for conformity to Pima County codes and standards.

Description of Services

Review subdivision tentative and final plats for Arizona Department of Environmental Quality (ADEQ), Development Services, Department of Transportation, Regional Wastewater Reclamation (RWR), 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. Prepare reports on Design Review Committee appeals to hillside development zone, buffer overlay, and scenic gateway for the Design Review Committee. Review 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 and accurate processing of development plan, subdivision plat, and improvement plan applications
- . Approve at least 80% of development plans and subdivision plats within 6 months from the time of initiation
- . Approve at least 80% of development plans and subdivision in fewer than 3 submittals
- . Approve at least 90% of sewer improvements within 6 months from the time of submittal until the approval letter is distributed
- . Approve at least 90% of sewer improvement plans in fewer than 3 submittals
- . Approve at least 90% of paving and grading improvement plans within 6 months from the date of submittal
- . Approve at least 80% of paving and grading improvement plans in fewer than 3 submittals

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Development plans and subdivision plats approved within 6 months	34%	60%	80%
Development plans and subdivisions approved in fewer than 3 submittals	50%	65%	80%
Sewer improvements approved within 6 months	81%	87%	90%
Sewer improvement plans approval in fewer than 3 submittals	44%	55%	90%
Paving and grading improvement plans approved within 6 months	85%	87%	90%
Paving and grading improvements approved in fewer than 3 submittals	63%	65%	80%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	701,882	649,139	588,621
SUPPLIES AND SERVICES	182,497	146,229	113,704
Total Program Expenditures	884,379	795,368	702,325

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	529,578	612,631	444,715
Operating Revenue Sub-Total	529,578	612,631	444,715
Net Operating Transfers In/(Out)	9,260	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	345,541	182,737	257,610
Total Program Funding	884,379	795,368	702,325

Program Staffing (FTEs)	8.0	7.3	7.3

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's 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 as directed by the County Administrator or Deputy County Administrator. Ensure departmental operations have the needed information technology operations support, geographic information systems (GIS) support, and computer-aided design (CAD) support. Ensure departmental operations have the needed network, hardware, Help Desk, business application, and electronic government support for land development.

Program Goals and Objectives

- Enhance financial stability
 - . Increase the percent of department operating costs covered annually by generated revenue
- Provide excellent customer service
 - . Increase the percent of customers who feel employees helped them fully understand and comply with regulatory policies and requirements
- Increase the number of core processes that achieve measurable process improvements in time, quality, and/or cost annually

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Department operating costs covered annually by generated revenue	76%	87%	89%
Customers who feel employees helped them fully understand and comply with regulatory policies and requirements	n/a	75%	80%
Core processes that achieved measurable process improvements in time, quality, and/or cost annually	78%	89%	90%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,112,568	947,100	160,648
SUPPLIES AND SERVICES	401,762	205,613	288,889
Total Program Expenditures	1,514,330	1,152,713	449,537

Program Funding by Source

Revenues			
INTEREST	35,627	30,000	10,009
MISCELLANEOUS	16,595	21,500	10,385
Operating Revenue Sub-Total	52,222	51,500	20,394
Net Operating Transfers In/(Out)	1,939,882	(124,703)	(143,152)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(477,774)	1,225,916	572,295
Total Program Funding	1,514,330	1,152,713	449,537

Program Staffing (FTEs)	7.0	3.5	3.3

Environmental Quality

Expenditures: **3,138,951**

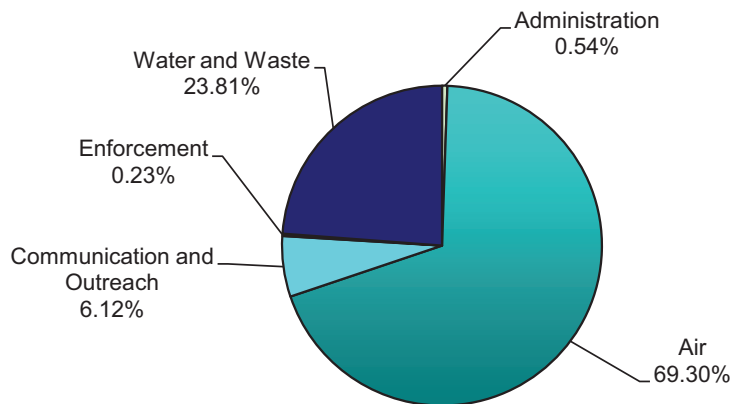
FTEs **36.0**

Revenues: **2,687,161**

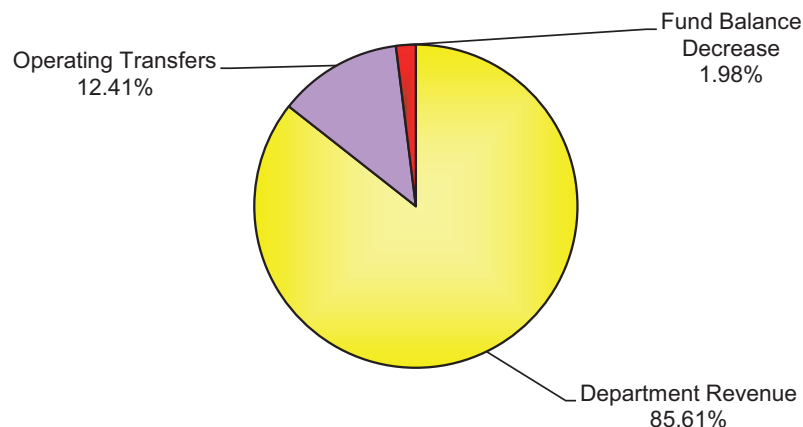
Function Statement: Preserve and protect the environment of Pima County for the long term benefit of the residents' health, welfare, safety, and quality of life. Identify and respond to environmental issues by providing services including monitoring, enforcement, information, and education.

Mandates: ARS Title 11, Chapter 2: Board of Supervisors, Article 4: Powers and Duties, 11-269: Recycling and Waste Reduction; Title 49, Chapter 3: Air Quality, Article 1: General Provisions, 49-402: State and County Control; Article 3: County Air Pollution Control; and Pima County Code Title 7: Environmental Quality; Title 13: Public Services; and Title 17: Air Quality Control

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: ENVIRONMENTAL QUALITY

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
ADMINISTRATION	(189)	17,950	16,830
AIR	2,204,187	2,117,355	2,175,339
COMMUNICATION AND OUTREACH	218,676	192,100	192,163
ENFORCEMENT	8,208	7,000	7,313
WATER AND WASTE	563,437	797,923	747,306
Total Expenditures	2,994,319	3,132,328	3,138,951
Funding by Source			
Revenues			
ADMINISTRATION	17,213	17,950	15,250
AIR	1,904,775	1,704,200	1,726,200
COMMUNICATION AND OUTREACH	219,519	192,100	192,100
ENFORCEMENT	8,267	7,000	7,100
WATER AND WASTE	713,153	796,423	746,511
Total Revenues	2,862,927	2,717,673	2,687,161
Net Operating Transfers In/(Out)	396,605	388,141	389,694
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(265,213)	26,514	62,096
Total Program Funding	2,994,319	3,132,328	3,138,951
Staffing (FTEs) by Program			
ADMINISTRATION	10.0	5.0	5.0
AIR	19.5	16.8	17.5
COMMUNICATION AND OUTREACH	4.4	3.4	2.9
ENFORCEMENT	4.0	4.0	4.0
WATER AND WASTE	6.0	6.0	6.6
Total Staffing (FTEs)	43.9	35.2	36.0

Program Summary

Department: ENVIRONMENTAL QUALITY

Program: ADMINISTRATION

Function

Plan, organize, and direct activities of the department.

Description of Services

Develop and implement all administrative and policy activities of the department. Provide the County Administrator's office and elected officials with briefings, presentations, and testimony regarding department operations and activities. Develop departmental monitoring, permitting, outreach, and enforcement priorities. Represent the department at workshops, public meetings, and public hearings.

Program Goals and Objectives

- Provide for the timely, efficient, and cost effective delivery of departmental services
 - . Have knowledgeable and professional employees
 - . Develop and improve new and existing processes to meet customers' needs

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Training and development plans updated for all employees	100%	100%	100%
Monthly briefings of department finances and revenue conducted	yes	yes	yes
Process improvements identified and implemented	yes	yes	yes
Administrative support and information provided to Environmental Quality Advisory Committee	yes	yes	yes
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	(18,183)	1	16,580
SUPPLIES AND SERVICES	17,994	17,949	250
Total Program Expenditures	(189)	17,950	16,830
Program Funding by Source			
Revenues			
INTEREST	17,134	17,500	15,000
MISCELLANEOUS	79	450	250
Operating Revenue Sub-Total	17,213	17,950	15,250
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(17,402)	0	1,580
Total Program Funding	(189)	17,950	16,830
Program Staffing (FTEs)	10.0	5.0	5.0

Program Summary

Department: ENVIRONMENTAL QUALITY

Program: AIR

Function

Implement federal, state, and local air quality regulations within Pima County.

Description of Services

Develop air management strategies, issue permits to regulated facilities, conduct compliance activities, 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%

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Air monitoring sites operational	31	35	35
Average air monitoring data recovery rate	94%	95%	95%
Stationary source inspections	161	120	120
Stationary source permits issued with revisions	43	50	40
Activity permits issued	541	400	390
NAAQS air pollutant standards met	yes	yes	yes

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,602,000	1,593,402	1,616,839
SUPPLIES AND SERVICES	584,650	466,153	460,500
CAPITAL OUTLAY	17,537	57,800	98,000
Total Program Expenditures	2,204,187	2,117,355	2,175,339

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
LICENSES & PERMITS	1,218,789	1,144,000	1,166,000
INTERGOVERNMENTAL	20,000	0	0
FINES AND FORFEITS	9,500	0	0
MISCELLANEOUS	10,176	10,200	10,200
Operating Revenue Sub-Total	1,258,465	1,154,200	1,176,200
INTERGOVERNMENTAL	646,309	550,000	550,000
MISCELLANEOUS	1	0	0
Grant Revenue Sub-Total	646,310	550,000	550,000
Net Operating Transfers In/(Out)	396,605	388,141	389,694
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(97,193)	25,014	59,445
Total Program Funding	2,204,187	2,117,355	2,175,339

Program Staffing (FTEs)	19.5	16.8	17.5

Program Summary

Department: ENVIRONMENTAL QUALITY

Program: COMMUNICATION AND OUTREACH

Function

Assist in the implementation of federal, state, and local air quality, water quality, and waste management and disposal regulations in Pima County.

Description of Services

Develop and implement public education and outreach programs 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 business and community outreach and education events
- Maintain and protect the water quality of Pima County through business and community outreach and education events
- Reduce waste and encourage recycling through community outreach and education events

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Community education events instituted	226	170	170
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	186,973	136,639	144,446
SUPPLIES AND SERVICES	31,703	55,461	47,717
Total Program Expenditures	218,676	192,100	192,163
Program Funding by Source			
Revenues			
INTERGOVERNMENTAL	27,516	0	0
MISCELLANEOUS	2	0	100
Operating Revenue Sub-Total	27,518	0	100
INTERGOVERNMENTAL	192,000	192,000	192,000
MISCELLANEOUS	1	100	0
Grant Revenue Sub-Total	192,001	192,100	192,000
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(843)	0	63
Total Program Funding	218,676	192,100	192,163
Program Staffing (FTEs)	4.4	3.4	2.9

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
- Initiate clean up and remediation on public lands affected by illegal dumping

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Illegal dumping sites investigated	474	500	500
Illegal waste removed from public lands (tons)	111	100	100

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	19,828	(1)	213
SUPPLIES AND SERVICES	(11,620)	7,001	7,100
Total Program Expenditures	8,208	7,000	7,313

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
FINES AND FORFEITS	584	0	0
MISCELLANEOUS	7,683	7,000	7,100
Operating Revenue Sub-Total	8,267	7,000	7,100
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(59)	0	213
Total Program Funding	8,208	7,000	7,313

Program Staffing (FTEs)	4.0	4.0	4.0

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

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Septic site suitability and final inspections performed	315	320	320
Water and wastewater plans reviewed	285	300	300
Plans reviewed within licensing timeframe	100%	100%	100%
Required number of samples obtained for storm water events	yes	yes	yes
Private wells in superfund area tested to meet funding conditions	7	7	7
Waste Hauler Permits issued	54	54	54
Resource Conservation and Recovery Act inspections	0	5	4
Sanitary surveys conducted	58	62	62

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	469,782	583,044	506,638
SUPPLIES AND SERVICES	93,655	214,879	240,668
Total Program Expenditures	563,437	797,923	747,306

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
LICENSES & PERMITS	701,545	777,425	730,200
MISCELLANEOUS	697	100	200
Operating Revenue Sub-Total	702,242	777,525	730,400
INTERGOVERNMENTAL	10,911	18,898	16,111
Grant Revenue Sub-Total	10,911	18,898	16,111
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(149,716)	1,500	795
Total Program Funding	563,437	797,923	747,306

Program Staffing (FTEs)	6.0	6.0	6.6

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Facilities Management

Expenditures: 19,286,188

FTEs 168.0

Revenues: 6,808,591

Function Statement:

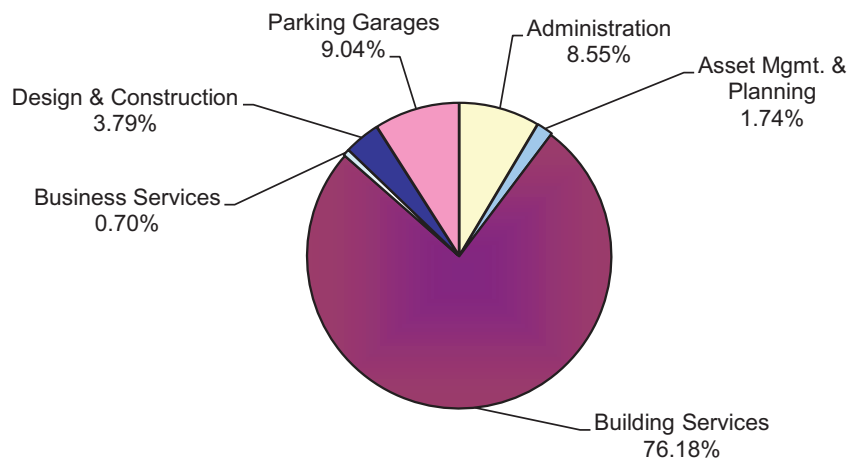
Provide for well planned and well maintained Pima County government facilities through efficient and cost effective management, programs, and delivery of service to the public. Perform new and remodel construction. Operate and manage Pima County's eight self-supporting, revenue generating parking garage/lot facilities, in order to offer safe, secure parking for employees and the public.

Mandates:

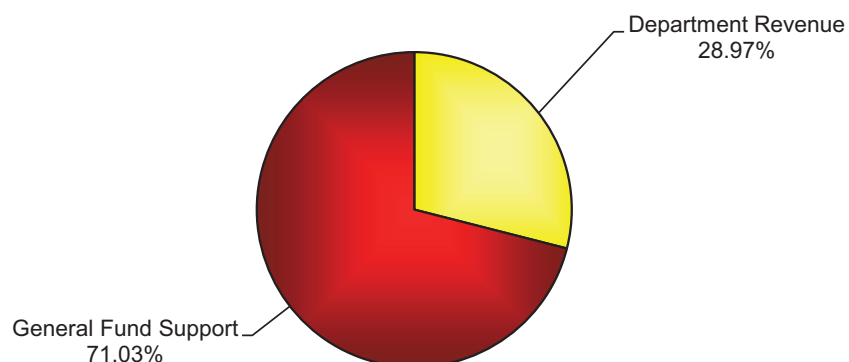
Occupational Safety and Health Administration (OSHA) Standard 1910.1001: Toxic and Hazardous Substances; Standard 1926.1101: Toxic and Hazardous Substances; United States Code, Title 40, Part 763: Asbestos

Note: As part of the reorganization of the County Administrator department, Facilities Renewal Fund was moved to Facilities Management.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **FACILITIES MANAGEMENT**

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
ADMINISTRATION	1,538,728	1,649,546	1,648,885
ASSET MGT & PLANNING SERVICES	285,436	331,892	334,888
BUILDING SERVICES	12,283,019	17,045,820	14,693,824
BUSINESS SERVICES	310,621	143,482	134,872
DESIGN & CONSTRUCTION SERVICES	760,350	691,656	730,360
PARKING GARAGES	1,908,820	1,767,881	1,743,359
Total Expenditures	17,086,974	21,630,277	19,286,188

Funding by Source**Revenues**

ADMINISTRATION	138,652	41,772	41,784
BUILDING SERVICES	5,268,435	6,981,333	4,667,707
DESIGN & CONSTRUCTION SERVICES	1	0	0
PARKING GARAGES	2,027,355	2,159,664	2,099,100
Total Revenues	7,434,443	9,182,769	6,808,591
Net Operating Transfers In/(Out)	(1,230,465)	(5,395,251)	(2,330,298)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(2,722,303)	(797,037)	(1,885,676)
General Fund Support	13,605,299	18,639,796	16,693,571
Total Program Funding	17,086,974	21,630,277	19,286,188

Staffing (FTEs) by Program

ADMINISTRATION	16.0	15.0	16.0
ASSET MGT & PLANNING SERVICES	5.0	5.0	5.0
BUILDING SERVICES	118.0	118.0	118.0
BUSINESS SERVICES	7.0	3.0	3.0
DESIGN & CONSTRUCTION SERVICES	24.0	24.0	23.0
PARKING GARAGES	3.0	3.0	3.0
Total Staffing (FTEs)	173.0	168.0	168.0

Program Summary

Department: FACILITIES MANAGEMENT

Program: ADMINISTRATION

Function

Provide personnel and clerical support services for Facilities Management. Provide an energy management program. Manage support services which include janitorial, landscape, and pest control services for most County departments.

Description of Services

Provide personnel support including new hire orientation, benefits, maintenance of employee files, and preparation of Personnel Action Forms (PAFs). Manage building and support services from outside vendors exclusive of building design and maintenance. Provide clerical support for the department.

Program Goals and Objectives

- Provide administrative support to all Facilities Management divisions
 - . Complete all PAFs by deadline
 - . Update employee records within 3 days of change
 - . Provide new hire orientations on employee's first day of work
- Develop comprehensive energy management program and implement cost saving measures
 - . Manage energy related contracts with outside vendors
 - . Educate Pima County departments about energy cost saving programs

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
PAFs completed by deadline	100%	100%	100%
Employee records updated within 3 days of change	100%	100%	100%
New hire orientation provided on first work day	100%	100%	100%
Energy management program developed	95%	100%	100%
Educational materials developed for meetings with Pima County departments	50%	65%	70%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	809,735	900,927	939,192
SUPPLIES AND SERVICES	710,311	728,619	689,693
CAPITAL OUTLAY	18,682	20,000	20,000
Total Program Expenditures	1,538,728	1,649,546	1,648,885

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	95,395	0	0
MISCELLANEOUS	43,257	41,772	41,784
Operating Revenue Sub-Total	138,652	41,772	41,784
Net Operating Transfers In/(Out)	(8,032)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	1,408,108	1,607,774	1,607,101
Total Program Funding	1,538,728	1,649,546	1,648,885

Program Staffing (FTEs)	16.0	15.0	16.0

Program Summary

Department: FACILITIES MANAGEMENT

Program: ASSET MGT & PLANNING SERVICES

Function

Provide project planning and analysis for proposed building construction requests from various user groups; document and track construction process.

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. Analyze new capital facilities and capital equipment replacement projects. Assess scope of development to accurately estimate costs, schedule, and impact of each project. Gather information and formulate County departmental needs assessment. 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 purchase or occupy existing real property. Prepare legal instruments needed for the public to use County facilities for special events or activities.

Program Goals and Objectives

- Provide comprehensive information of current County buildings and provide planning for future space needs
 - . Prepare final reports of project analyses to meet departmental requirements
 - . Complete 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 Capital Improvement Program (CIP) requirements
- Provide information and negotiation services regarding leases
 - . Renew leases as provided in lease agreements prior to expiration dates
 - . Negotiate new leases and prepare legal instruments to meet the operational needs of County departments
 - . Prepare legal instruments needed for the public use of County facilities for special events

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Project analyses completed within deadlines	88%	100%	100%
Space inventory completed by fiscal year 1st quarter	85%	90%	95%
Legal instruments prepared by established deadlines	90%	99%	100%
Leases renewed prior to expiration dates	90%	100%	100%
Leases negotiated by deadlines set by management	80%	99%	100%
Space planning evaluations completed within two weeks of requests	100%	95%	100%
Capital needs assessment completed within deadlines	yes	yes	yes

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	271,643	310,068	318,339
SUPPLIES AND SERVICES	12,600	19,324	16,549
CAPITAL OUTLAY	1,193	2,500	0
Total Program Expenditures	285,436	331,892	334,888

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	285,436	331,892	334,888
Total Program Funding	285,436	331,892	334,888

Program Staffing (FTEs)	5.0	5.0	5.0

Program Summary

Department: FACILITIES MANAGEMENT

Program: BUILDING SERVICES

Function

Provide for Pima County buildings and facilities the required preventive maintenance, repairs, upgrades, replacements, and remodeling according to recommended schedules and service requests for equipment, machinery, and facilities.

Description of Services

Provide preventive maintenance services in accordance with manufacturers' 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.

(Note: As part of the reorganization of the County Administrative department, the Facilities Renewal Fund was moved to Facilities Management.)

Program Goals and Objectives

- Procure and maintain County equipment
 - . Initiate the procurement process within 48 hours of request
 - . Install requested materials and parts within 48 hours
- Provide repair and maintenance services in a timely manner
 - . Maintain the current level of personnel doing preventive maintenance (PM)
 - . Respond to service requests within 48 hours of receipt
 - . Reduce the number of second requests for service

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Procurement initiated within 48 hours of request	95%	100%	100%
Parts/materials installed within 48 hours of request	97%	100%	100%
Service requests responded to within 48 hours	96%	100%	100%
Number of second service requests reduced	yes	yes	yes
Personnel originally scheduled for PM work continuing to do PM	90%	90%	95%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	4,834,799	5,000,890	5,171,517
SUPPLIES AND SERVICES	7,326,742	12,038,255	9,522,307
CAPITAL OUTLAY	121,478	6,675	0
Total Program Expenditures	12,283,019	17,045,820	14,693,824

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	2,281,391	2,384,383	2,372,672
Operating Revenue Sub-Total	2,281,391	2,384,383	2,372,672
INTEREST	112,578	0	150
MISCELLANEOUS	2,818,391	3,020,254	2,244,885
Special Programs Revenue Sub-Total	2,930,969	3,020,254	2,245,035
INTERGOVERNMENTAL	56,075	1,576,696	50,000
Grant Revenue Sub-Total	56,075	1,576,696	50,000
Net Operating Transfers In/(Out)	(1,221,503)	(5,395,251)	(2,330,298)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(2,603,768)	(405,254)	(1,529,935)
General Fund Support	10,839,855	15,864,992	13,886,350
Total Program Funding	12,283,019	17,045,820	14,693,824

Program Staffing (FTEs)	118.0	118.0	118.0

Program Summary

Department: FACILITIES MANAGEMENT

Program: BUSINESS SERVICES

Function

Provide services relating to direct demands, purchase orders, invoices, and labor distributions. Safeguard the department's fixed assets. Respond to Facilities Management and Finance Department requests for project specific payment and invoicing information.

Description of Services

Provide department and project specific accounts payable, purchase orders, and invoices. Prepare deposit permits and process labor distributions. Safeguard the department's fixed assets. Respond to management's requests for project specific invoicing and payment status.

Program Goals and Objectives

- Provide payroll, procurement, and other record keeping support for Facilities Management divisions
 - . Complete labor distribution by required date
 - . Process invoices within 2 days of receipt
 - . Keep department asset inventory current
 - . Complete payroll by Finance department's deadline

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Labor distributions completed by deadline	100%	100%	100%
Invoices processed within 2 days of receipt	96%	98%	100%
Department asset inventory kept current	98%	98%	100%
Payroll submitted by deadline	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	304,112	132,627	129,591
SUPPLIES AND SERVICES	5,323	6,855	5,281
CAPITAL OUTLAY	1,186	4,000	0
Total Program Expenditures	310,621	143,482	134,872

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	310,621	143,482	134,872
Total Program Funding	310,621	143,482	134,872

Program Staffing (FTEs)	7.0	3.0	3.0

Program Summary

Department: FACILITIES MANAGEMENT

Program: DESIGN & CONSTRUCTION SERVICES

Function

Provide building design project coordination for outsourced services and in-house staff services including architecture, interior design, and construction management for both 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. Provide building design services, including architectural, interior, mechanical, electrical, plumbing, structural, and civil disciplines, by utilizing both in-house and outsourced professionals for all remodels, tenant improvements, and new construction.

Provide construction contract management services and construction review services for architectural projects of all types. Projects include capital, non-capital, and CIP projects.

Program Goals and Objectives

- Provide a wide array of design and construction services utilizing both in-house and outside consultants
- . Schedule interviews with clients within seven days of receipt of project request
- . Evaluate Solicitation of Qualification (SOQ) submissions within seven days of receipt to identify outside consultants and licensed contractors certified to provide services
- . Service multiple interior design projects for bidding and installation of interior design goods and services
- . Service multiple building design projects and produce contract documents for bidding and construction
- . Coordinate relocation and moving services associated with interior design goods and services
- . Stay within approved project budgets
- . Stay within 110% of approved project completion schedules

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Client interviews scheduled within seven days of receipt of request	95%	95%	100%
SOQ submittals evaluated within seven days of receipt	98%	98%	100%
Percent of interior design projects provided within agreed upon completion schedule	95%	95%	100%
Percent of building design projects/contract documents provided within agreed schedule	90%	95%	100%
Percent of moving projects provided within agreed schedule	98%	100%	100%
Percent of projects completed within approved budget	90%	95%	100%
Percent of projects completed within 110% of agreed completion schedule	90%	98%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	470,642	597,179	585,278
SUPPLIES AND SERVICES	286,352	75,601	123,082
CAPITAL OUTLAY	3,356	18,876	22,000
Total Program Expenditures	760,350	691,656	730,360

Program Funding by Source

Revenues			
MISCELLANEOUS	1	0	0
Operating Revenue Sub-Total	1	0	0
Net Operating Transfers In/(Out)	(930)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	761,279	691,656	730,360
Total Program Funding	760,350	691,656	730,360

Program Staffing (FTEs)	24.0	24.0	23.0

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

Provide motor vehicle parking services in eight County facilities in compliance with Administrative Procedure 51-2. Produce revenue for Pima County. Provide timely, accurate information in order to process billings. Adhere to financial accounting and tracking standards.

Program Goals and Objectives

- Manage and maintain parking facilities and associated records
- . Update parking facilities replacement schedule
- . Maintain comprehensive parking location records
- . Reconcile daily cash revenues and deposit with Treasurer's office

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Replacement schedule updated	90%	98%	100%
Comprehensive parking records kept	80%	95%	100%
Daily cash reconciled and deposited with Treasurer's office	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	320,780	356,054	344,704
SUPPLIES AND SERVICES	1,581,888	1,411,827	1,398,655
CAPITAL OUTLAY	6,152	0	0
Total Program Expenditures	1,908,820	1,767,881	1,743,359

Program Funding by Source

Revenues			
CHARGES FOR SERVICES	160,285	195,180	244,380
INTEREST	28,136	40,824	20,000
MISCELLANEOUS	1,838,934	1,923,660	1,834,720
Special Programs Revenue Sub-Total	2,027,355	2,159,664	2,099,100
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(118,535)	(391,783)	(355,741)
General Fund Support	0	0	0
Total Program Funding	1,908,820	1,767,881	1,743,359

Program Staffing (FTEs)	3.0	3.0	3.0

Fleet Services

Expenditures: 16,994,645

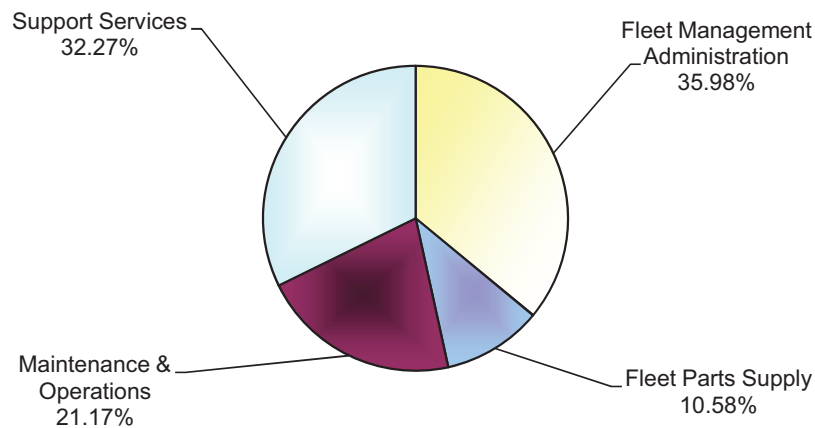
FTEs 55.0

Revenues: 16,204,462

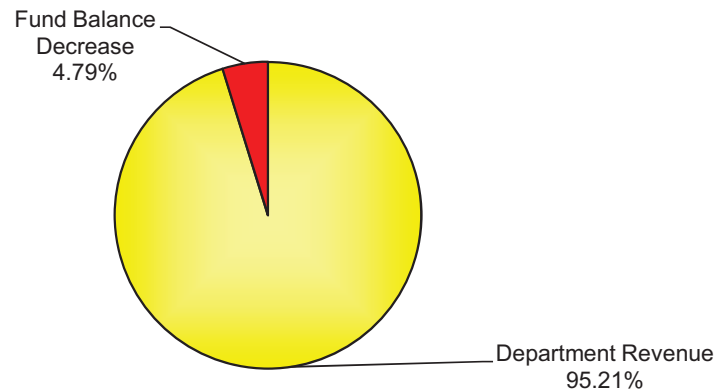
Function Statement: Purchase, maintain, and dispose of cars and light trucks, heavy trucks, and off-road heavy equipment. Provide fuel for all County vehicles and equipment from nine fueling sites located throughout the County and from mobile fuel trucks for off-road equipment. Maintain complete inventory and cost accounting records for all vehicles, equipment, fuel, and parts.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **FLEET SERVICES**

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
FLEET MANAGEMENT ADMINISTRATION	3,772,449	5,380,341	6,115,974
FLEET PARTS SUPPLY	1,699,376	1,888,852	1,797,220
MAINTENANCE & OPERATIONS	3,963,982	3,365,266	3,597,444
SUPPORT SERVICES	4,327,654	5,112,742	5,484,007
VEHICLE ACQUISITION & DISPOSITION	959,270	0	0
Total Expenditures	14,722,731	15,747,201	16,994,645
Funding by Source			
Revenues			
FLEET MANAGEMENT ADMINISTRATION	13,207,317	11,048,962	13,150,322
FLEET PARTS SUPPLY	2,874	500	6,000
MAINTENANCE & OPERATIONS	1,614,888	1,593,000	1,814,341
SUPPORT SERVICES	1,314,932	1,125,000	1,233,799
VEHICLE ACQUISITION & DISPOSITION	3,398	0	0
Total Revenues	16,143,409	13,767,462	16,204,462
Net Operating Transfers In/(Out)	(137,306)	(45,769)	(24,824)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(1,283,372)	2,025,508	815,007
Total Program Funding	14,722,731	15,747,201	16,994,645
Staffing (FTEs) by Program			
FLEET MANAGEMENT ADMINISTRATION	14.7	10.0	11.0
FLEET PARTS SUPPLY	4.0	4.0	4.0
MAINTENANCE & OPERATIONS	42.0	38.0	38.0
SUPPORT SERVICES	2.0	2.0	2.0
Total Staffing (FTEs)	62.7	54.0	55.0

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
- . Maximize revenue per mile traveled by rightsizing fleet
- . Reduce staff time spent researching and collecting data for invoice generation by implementing a fully integrated fleet management system

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Actual fleet cost per mile	\$0.67	\$0.71	\$0.79
Rightsizing of departmental fleet completed	40%	65%	65%
Staff time saved in research and data collection	75%	75%	80%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	889,847	913,292	1,069,216
SUPPLIES AND SERVICES	4,031,887	4,458,549	5,030,508
CAPITAL OUTLAY	(1,149,285)	8,500	16,250
Total Program Expenditures	3,772,449	5,380,341	6,115,974

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	12,503,882	10,564,462	12,652,322
INTEREST	233,505	250,000	100,000
MISCELLANEOUS	469,930	184,500	348,000
MEMO REVENUE	0	50,000	50,000
Operating Revenue Sub-Total	13,207,317	11,048,962	13,150,322
Net Operating Transfers In/(Out)	(137,306)	(45,769)	(24,824)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(9,297,562)	(5,622,852)	(7,009,524)
Total Program Funding	3,772,449	5,380,341	6,115,974

Program Staffing (FTEs)	14.7	10.0	11.0

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

- Remove obsolete parts from inventory in favor of more current inventory
- . Ensure that parts turnover occurs at least four times per year

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Parts inventory turnover per year	4	4	4
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	182,058	174,327	179,600
SUPPLIES AND SERVICES	1,517,318	1,714,525	1,617,620
Total Program Expenditures	1,699,376	1,888,852	1,797,220
Program Funding by Source			
Revenues			
MISCELLANEOUS	2,874	500	6,000
Operating Revenue Sub-Total	2,874	500	6,000
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	1,696,502	1,888,352	1,791,220
Total Program Funding	1,699,376	1,888,852	1,797,220
Program Staffing (FTEs)	4.0	4.0	4.0

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 within 3 years
- . Maintain the number of vehicles assigned per mechanic at 60

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Preventive maintenance compliance rate	98%	100%	100%
Fleet vehicles assigned per mechanic	60	60	60
Mechanic utilization rate	75%	75%	75%
Scheduled repairs and maintenance performed timely and cost effectively	yes	yes	yes

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,889,370	2,023,894	2,145,913
SUPPLIES AND SERVICES	1,831,908	1,337,872	1,448,031
CAPITAL OUTLAY	242,704	3,500	3,500
Total Program Expenditures	3,963,982	3,365,266	3,597,444

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	1,611,952	1,590,000	1,813,341
MISCELLANEOUS	2,936	3,000	1,000
Operating Revenue Sub-Total	1,614,888	1,593,000	1,814,341
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	2,349,094	1,772,266	1,783,103
Total Program Funding	3,963,982	3,365,266	3,597,444

Program Staffing (FTEs)	42.0	38.0	38.0

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 County vehicle motor pool.

Description of Services

Provide and manage the inventory of fuel for County vehicles at various locations throughout the County. 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 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 in fiscal year 2011/2012

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Motor pool vehicle requests fulfilled	100%	100%	100%
Above ground storage tanks installed	0	2	1
Number of alternative fuel vehicles in fleet	285	343	375
Fuel obtained in cost effective/compliant manner	yes	yes	yes

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	116,460	109,742	113,507
SUPPLIES AND SERVICES	4,201,428	4,997,000	5,368,500
CAPITAL OUTLAY	9,766	6,000	2,000
Total Program Expenditures	4,327,654	5,112,742	5,484,007

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	1,106,109	975,000	975,000
CHARGES FOR SERVICES	208,823	150,000	258,799
Operating Revenue Sub-Total	1,314,932	1,125,000	1,233,799
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	3,012,722	3,987,742	4,250,208
Total Program Funding	4,327,654	5,112,742	5,484,007

Program Staffing (FTEs)	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

(Note: Program has a budget for capital outlay accounts 55610 and 55611 and has the offsets in the contra-capital accounts 55940 and 55960.)

Financial Highlights and Significant Issues

This program budgets for the acquisition and disposition of County vehicles and equipment which for fiscal year 2011/12 is \$3,698,000. All items budgeted are assets greater than \$5,000 and due to accounting rules are not shown as expenditures on this page.

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Vehicles received within 180 days from order date	100%	100%	100%
Vehicles placed in service within 30 days	100%	100%	100%
Vehicles meeting auction posting deadline	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
SUPPLIES AND SERVICES	33,922	0	0
CAPITAL OUTLAY	925,348	0	0
Total Program Expenditures	959,270	0	0

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	3,398	0	0
Operating Revenue Sub-Total	3,398	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	955,872	0	0
Total Program Funding	959,270	0	0

Program Staffing (FTEs)	0.0	0.0	0.0

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Natural Resources, Parks & Recreation

Expenditures: 15,178,908

FTEs 230.1

Revenues: 1,531,800

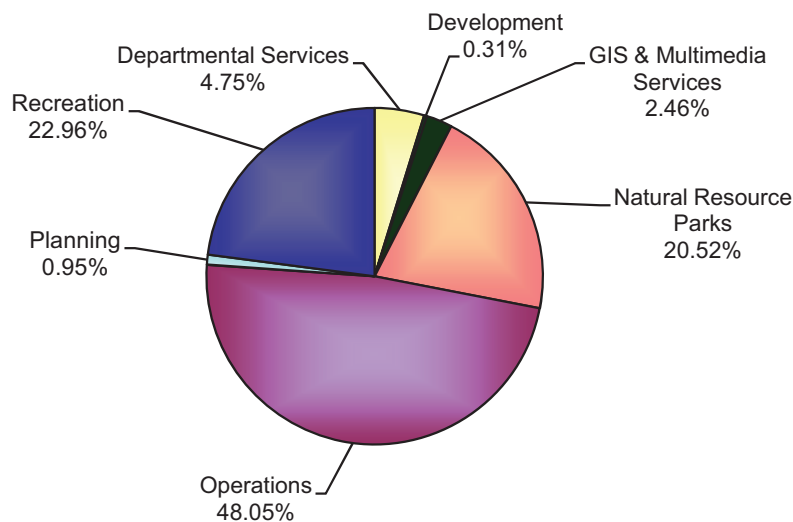
Function Statement:

Manage Pima County natural resources, urban parks, and recreational programs; lead community efforts to conserve the Sonoran Desert and enhance the urban environment and quality of life; provide quality recreation experiences, open space conservation, community education programs, and leisure activities while supporting Pima County's Sustainability Programs such as water conservation, green building, and recycling.

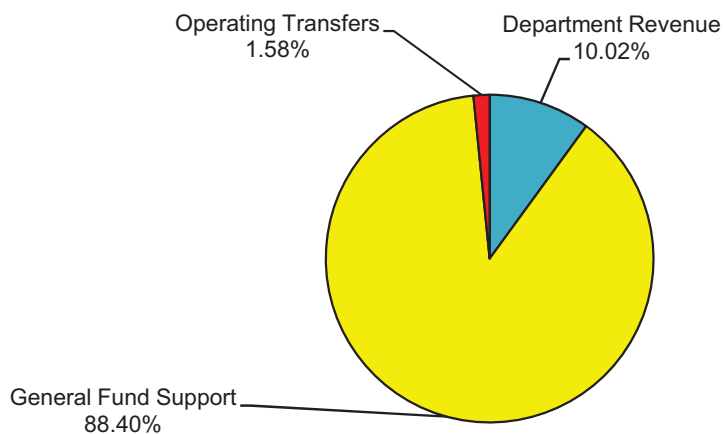
Mandates:

None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **NATURAL RESOURCES, PARKS & RECREATION**

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
DEPARTMENTAL SERVICES	1,159,214	690,962	721,195
DEVELOPMENT	87,672	152,834	47,519
GIS & MULTIMEDIA SERVICES	197,319	321,513	373,194
NATURAL RESOURCE PARKS	2,665,663	2,668,340	3,114,974
OPERATIONS	7,370,819	7,197,825	7,293,427
PLANNING	133,036	139,686	143,586
RECREATION	3,494,267	3,589,730	3,485,013
Total Expenditures	15,107,990	14,760,890	15,178,908
Funding by Source			
Revenues			
DEPARTMENTAL SERVICES	67,889	60,000	62,000
DEVELOPMENT	191,472	0	0
NATURAL RESOURCE PARKS	787,023	470,500	806,500
OPERATIONS	333,639	465,300	340,700
PLANNING	400	0	0
RECREATION	417,619	322,600	322,600
Total Revenues	1,798,042	1,318,400	1,531,800
Net Operating Transfers In/(Out)	(2,989)	0	242,000
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(380,862)	110,688	(102,000)
General Fund Support	13,693,799	13,331,802	13,507,108
Total Program Funding	15,107,990	14,760,890	15,178,908
Staffing (FTEs) by Program			
DEPARTMENTAL SERVICES	16.6	7.0	7.0
DEVELOPMENT	4.0	4.3	2.0
GIS & MULTIMEDIA SERVICES	3.5	4.5	5.5
NATURAL RESOURCE PARKS	35.0	32.5	33.3
OPERATIONS	108.7	106.6	104.0
PLANNING	2.0	2.0	2.0
RECREATION	81.5	79.3	76.3
Total Staffing (FTEs)	251.3	236.2	230.1

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION

Program: DEPARTMENTAL SERVICES

Function

Provide management, leadership, and strategic and master planning for Pima County's large system of parks and natural resources.

Description of Services

Provide direction, organize, manage, and administer the activities of the department management and staff. Implement departmental policies and procedures consistent with County policies. 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. Maintain liaison with community, government agencies, neighborhood organizations, and special interest groups. Ensure intergovernmental document quality, coordination, and department review and comment on key state and federal legislation. Act as liaison with other governmental and private agencies in developing and monitoring contracts, agreements, and IGAs, including, but not limited to county leased properties. 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.

Program Goals and Objectives

- Ensure the public access to quality parks including community centers, pools, and ball fields
- Increase number of participants in classes, recreation centers, and pools
- Operate department in efficient and cost effective manner

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Community centers	14	14	14
Pools	9	9	9
Ball fields	86	86	87
Environmental class participants	24,950	25,000	30,000
Recreation center/aquatics participants	386,055	390,000	395,000
Expenditures within authorized budget amount	yes	yes	yes

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	931,153	561,490	544,667
SUPPLIES AND SERVICES	228,061	123,472	170,528
CAPITAL OUTLAY	0	6,000	6,000
Total Program Expenditures	1,159,214	690,962	721,195

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	(283)	0	0
MISCELLANEOUS	3,175	0	0
Operating Revenue Sub-Total	2,892	0	0
INTEREST	569	0	0
MISCELLANEOUS	64,428	60,000	62,000
Special Programs Revenue Sub-Total	64,997	60,000	62,000
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(3,572)	(5,000)	0
General Fund Support	1,094,897	635,962	659,195
Total Program Funding	1,159,214	690,962	721,195

Program Staffing (FTEs)	16.6	7.0	7.0

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, grant, and other funded capital projects.

Description of Services

Plan, design, and develop trails, open space, and other properties to be used as parks. Administer and manage the CIP and various other funded capital projects. Oversee professional consultant and construction contracts. Develop related intergovernmental agreements and grants. Coordinate with other jurisdictions, agencies, and County departments.

Program Goals and Objectives

- Meet all CIP requirements
- Comply with all regulatory agency standards
- Identify and meet all federal and state project standards

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
CIP standards met	100%	100%	100%
Regulatory agency standards met	100%	100%	100%
Federal and state program standards met	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	85,660	112,605	59,707
SUPPLIES AND SERVICES	(1,788)	40,229	(12,188)
CAPITAL OUTLAY	3,800	0	0
Total Program Expenditures	87,672	152,834	47,519

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	2,012	0	0
Operating Revenue Sub-Total	2,012	0	0
CHARGES FOR SERVICES	179,763	0	0
INTEREST	9,697	0	0
Special Programs Revenue Sub-Total	189,460	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(163,076)	115,688	0
General Fund Support	59,276	37,146	47,519
Total Program Funding	87,672	152,834	47,519

Program Staffing (FTEs)	4.0	4.3	2.0

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION

Program: GIS & MULTIMEDIA SERVICES

Function

Provide geographic information and multimedia services to all Pima County Natural Resources, Parks and Recreation (NRPR) divisions. Create and manage NRPR's technical infrastructure and coordinate special IT projects. Interact with the public, County staff, and other agencies through NRPR's customer service desk.

Description of Services

Update and maintain the NRPR website. Generate Geographic Information Systems (GIS) mapping products and provide spatial analyses. Develop educational materials, multimedia presentations, and interpretive exhibits for NRPR properties and facilities. Provide computer hardware, software, Internet access, and website maintenance as the liaison with the Information Technology Department.

Program Goals and Objectives

- Increase public awareness of NRPR facilities, services, and programs
- . Capture comprehensive spatial data for all NRPR properties and integrate this information into the County-wide GIS system
- . Establish department protocol for the use of Global Positioning System (GPS) equipment and information transfer
- . Increase number of NRPR Web pages

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Web pages designed	58	60	75
GIS products used	266	275	300
Park identity programs created	6	8	8

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	180,848	299,081	346,180
SUPPLIES AND SERVICES	8,971	20,432	25,014
CAPITAL OUTLAY	7,500	2,000	2,000
Total Program Expenditures	197,319	321,513	373,194

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	197,319	321,513	373,194
Total Program Funding	197,319	321,513	373,194

Program Staffing (FTEs)	3.5	4.5	5.5

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION

Program: NATURAL RESOURCE PARKS

Function

Manage, maintain, and protect natural resource and mountain parks, open space lands, and cultural/historic resource sites. Educate the public about the importance of the sites and how to appropriately use them.

Description of Services

Manage and protect mountain parks and natural resource parks, natural preserves, non urban trails/trailheads, open space lands, and cultural/historic resource sites through routine monitoring, maintenance, and planned management actions. Provide environmental and historical education programs for diverse audiences. Provide passive and active natural resource based recreational opportunities on NRPR lands. Develop and implement an invasive species management program. Assist with identification, due diligence background reporting, and acquisition of new open space lands under the Sonoran Desert Conservation Plan. Assist with implementation of a Multi-Species Conservation Plan (MSCP) for the County by managing mitigation lands consistent with MSCP and U. S. Fish and Wildlife (USFW) conditions.

Program Goals and Objectives

- Increase the level of public participation in environmental and conservation education programs
- Develop, implement, and monitor management plans for open space properties
- Monitor and maintain non urban trail system and associated trail heads
- Monitor and provide operations maintenance support to maintain safe and functioning natural resource parks, open space lands, and cultural/historic resource sites

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Environmental education program participants	23,855	25,000	30,000
Miles of trails maintained	23	25	30
Acres of park, ranch, open space, and cultural resource lands maintained	195,000	200,000	250,000
Comprehensive management plans completed	4	4	3
Properties monitored annually	122	125	125

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,876,208	1,731,487	1,801,438
SUPPLIES AND SERVICES	765,899	936,853	1,313,536
CAPITAL OUTLAY	23,556	0	0
Total Program Expenditures	2,665,663	2,668,340	3,114,974

Program Funding by Source

Revenues			
CHARGES FOR SERVICES	181,162	130,000	131,500
INTEREST	3,794	0	0
MISCELLANEOUS	39,183	30,000	30,000
Operating Revenue Sub-Total	224,139	160,000	161,500
CHARGES FOR SERVICES	180,000	0	35,000
INTEREST	4,937	0	0
MISCELLANEOUS	230,866	275,000	525,000
MEMO REVENUE	81,328	0	0
Special Programs Revenue Sub-Total	497,131	275,000	560,000
INTERGOVERNMENTAL	65,753	35,500	60,000
MISCELLANEOUS	0	0	25,000
Grant Revenue Sub-Total	65,753	35,500	85,000
Net Operating Transfers In/(Out)	0	0	242,000
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(214,212)	0	(102,000)
General Fund Support	2,092,852	2,197,840	2,168,474
Total Program Funding	2,665,663	2,668,340	3,114,974

Program Staffing (FTEs)	35.0	32.5	33.3
	14-54		

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION

Program: OPERATIONS

Function

Manage, operate, and maintain Pima County's urban park system that provides vital green space and vegetative buffers to construction and development while providing opportunities for the public to be physically active. Provide sports fields and courts for youth recreational and sports activities. Provide groundwater recharge areas, flood plain protection, natural sound barriers, storm water protection, and carbon uptake from trees and vegetation that help keep the environment healthy.

Description of Services

Manage, operate, and maintain 38 parks, with 86 ball fields (62 lighted) while scheduling and coordinating with various sports organizations using the ball fields. Provide skilled maintenance support for 11 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 throughout Pima County. Maintain the grounds of the downtown government complex. Update, coordinate, and implement a comprehensive division safety program. Coordinate and schedule ball fields for sports leagues and special events.

Program Goals and Objectives

- Develop cyclic maintenance for asphalt paths, parking lots, and entrance roads
- Develop replacement programs for playground structures at national standards
- Remove graffiti at parks within 72 hours at least 85% of the time
- Operate and maintain urban parks at industry standards
- Develop funded cyclic maintenance program for the County's ball fields

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Paved miles of river parks maintained	35.8	36.2	43.1
Urban parks operated and maintained	40	38	38
Ball fields operated, maintained, and scheduled	85	86	86
Graffiti removed within 72 hours at parks	80%	80%	85%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	4,926,878	4,930,137	4,947,321
SUPPLIES AND SERVICES	2,353,757	2,255,788	2,336,906
CAPITAL OUTLAY	90,184	11,900	9,200
Total Program Expenditures	7,370,819	7,197,825	7,293,427

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	181,496	281,200	300,000
MISCELLANEOUS	152,143	184,100	40,700
Operating Revenue Sub-Total	333,639	465,300	340,700
Net Operating Transfers In/(Out)	(2,989)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	7,040,169	6,732,525	6,952,727
Total Program Funding	7,370,819	7,197,825	7,293,427

Program Staffing (FTEs)	108.7	106.6	104.0

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION

Program: PLANNING

Function

Prepare and execute plans for parks, open space preserves, river parks, trails, and green spaces in both urban and rural settings. Review rezoning requests, specific plans, subdivision plats, development plans, and abandonment proposals to protect and secure trails and park space. Secure access to public lands. Identify, analyze, and assist with the acquisition of park land, open space, and trail corridors. Manage and administer the in-lieu park fees program. Plan, design and construct recreational trails consistent with the Eastern Pima County Trail System Master Plan.

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 the Eastern Pima County Trail System Master Plan. Manage 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, individually and in systems. 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 analyses and develop park, open space, and trail policies. Work with other jurisdictions to implement projects that cross political boundaries.

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

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Eastern Pima County Trail System Master Plan updated	100%	100%	100%
Access challenges to newly acquired public lands resolved	100%	100%	100%
Management plans prepared for newly acquired public lands	yes	yes	yes
Public facilities designed on newly acquired open space properties	yes	yes	yes

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	131,016	139,686	143,586
SUPPLIES AND SERVICES	2,020	0	0
Total Program Expenditures	133,036	139,686	143,586

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	400	0	0
Operating Revenue Sub-Total	400	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	132,636	139,686	143,586
Total Program Funding	133,036	139,686	143,586

Program Staffing (FTEs)	2.0	2.0	2.0

Program Summary

Department: NATURAL RESOURCES, PARKS & RECREATION

Program: RECREATION

Function

Operate community centers, recreation centers, swimming pools, art and leisure classes, a boxing gym, and three shooting ranges. Also operate parks and recreation elements in Ajo.

Description of Services

Provide special interest classes, workshops, 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. Provide 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

- Offer recreation programs at community centers, swimming pools, shooting ranges, and elsewhere
- Provide a safe environment at all locations and properly document activities and issues
- Provide trained professional staff and volunteers
- Provide safe, modern recreation facilities within existing resources
- Identify and rectify facilities issues, such as safety related problems, at recreation sites
- Maintain clean, secure facilities
- Identify and repair, or have repaired, all mechanical maintenance issues at recreation sites within two weeks

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Recreation/community center participants	182,049	250,000	200,000
Aquatics program participants	136,396	140,000	140,000
Shooting range users	24,222	23,000	23,000
Volunteer hours	14,321	25,000	20,000
Notices of significant regulatory violation	1	0	0
Staff safety training seminars held	6	6	6
Accidents reported within 2 days	90%	100%	100%
Repairs completed within 2 weeks	95%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	2,703,823	2,774,852	2,752,662
SUPPLIES AND SERVICES	763,116	814,878	732,351
CAPITAL OUTLAY	27,328	0	0
Total Program Expenditures	3,494,267	3,589,730	3,485,013

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	394,065	322,600	316,100
MISCELLANEOUS	23,552	0	6,500
Operating Revenue Sub-Total	417,617	322,600	322,600
INTEREST	2	0	0
Special Programs Revenue Sub-Total	2	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(2)	0	0
General Fund Support	3,076,650	3,267,130	3,162,413
Total Program Funding	3,494,267	3,589,730	3,485,013

Program Staffing (FTEs)	81.5	79.3	76.3

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Office of Sustainability & Conservation

Expenditures: 263,850

FTEs 11.5

Revenues: 0

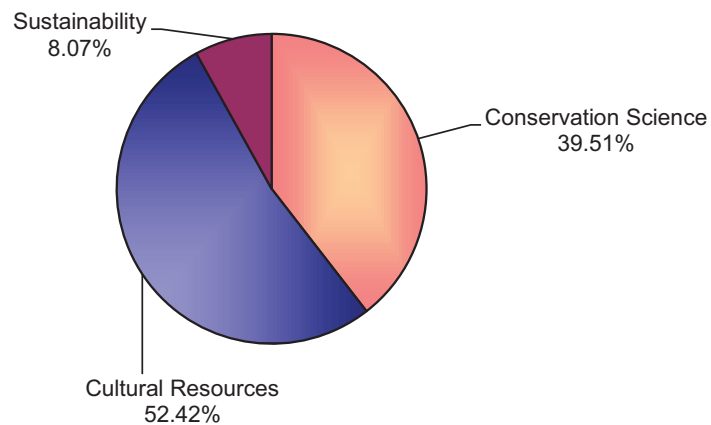
Function Statement: Ensure that social, environmental, and economic dimensions of sustainability policy adopted by the Board of Supervisors are considered and incorporated into County planning, projects, and development.

Mandates: None

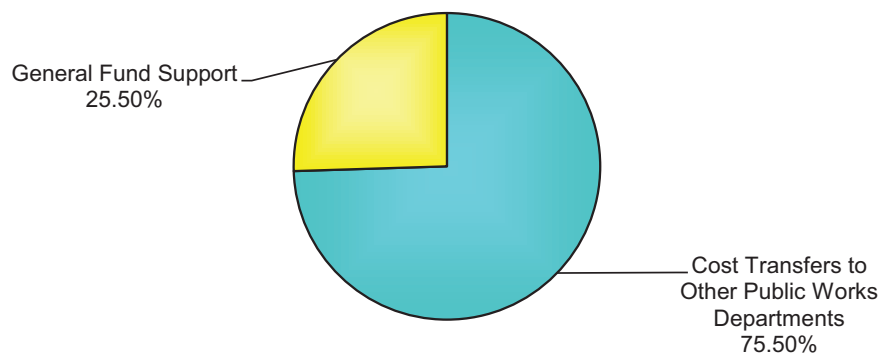
Note: As part of the reorganization of various administrative functions by the County Administrator, the Cultural Resources Division of the Public Works Administration Department; the Office of Conservation, Science, and Environmental Policy; and the Sustainability Program from the County Administrator Department were consolidated into the new Office of Sustainability and Conservation in the Public Works functional area.

Note: Expenditure percentages for Conservation Science, Cultural Resource, and Sustainability are shown only for illustrative purposes, as all of the costs of these programs except \$263,850 are transferred to other Public Works Departments.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: OFFICE OF SUSTAINABILITY & CONSERVATION

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
CONSERVATION SCIENCE	0	0	73,870
CULTURAL RESOURCES	0	0	106,440
SUSTAINABILITY	0	0	83,540
Total Expenditures	0	0	263,850
Funding by Source			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	0	0	263,850
Total Program Funding	0	0	263,850
Staffing (FTEs) by Program			
CONSERVATION SCIENCE	0.0	0.0	4.0
CULTURAL RESOURCES	0.0	0.0	6.5
SUSTAINABILITY	0.0	0.0	1.0
Total Staffing (FTEs)	0.0	0.0	11.5

Program Summary

Department: OFFICE OF SUSTAINABILITY & CONSERVATION

Program: CONSERVATION SCIENCE

Function

Provide leadership, guidance, and innovative science products to achieve consistent implementation of the County's policies for the natural environment and to help ensure that the biological goal of the Sonoran Desert Conservation Plan (SDCP) is met.

Description of Services

Refine departmental procedures, programs, and requirements to accomplish SDCP goals and maintain compliance with the Section 10 permit. Implement the County's Ecological Monitoring Program. Review state, federal, and large-scale private proposals that may potentially impact the natural and biological resources.

(Note: As part of the reorganization of various administrative functions by the County Administrator, the Cultural Resources Division of the Public Works Administration Department; the Office of Conservation, Science, and Environmental Policy; and the Sustainability Program within the County Administrator Department were consolidated into the new Office of Sustainability and Conservation in the Public Works Functional Area. The historical information of this program is embedded in the County Administrator Program of the County Administrator.)

(Note: Except for the Program Expenditures by Object listed below, the program's expenditures of \$408,847 will be allocated to the Regional Flood Control District.)

Program Goals and Objectives

- Improve County decisions by providing the best-available natural resource information, including status and trends of key ecological resources
- Integrate SDCP goals and objectives with County planning efforts and procedural requirements
- Establish parity between natural resource and biological conservation requirements applied to County operations and regulation of private entities
- Oversee implementation of the County's Multi-Specific Conservation Plan

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Public Draft of Multi-Species Conservation Plan prepared	n/a	n/a	yes
Draft of Environmental Impact Statement prepared	n/a	n/a	yes
Public comments addressed	n/a	n/a	yes
Ecological Monitoring Plan with data management completed	n/a	n/a	yes
Departmental responsibilities for Multi-species Conservation Plan finalized	n/a	n/a	yes

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
SUPPLIES AND SERVICES	0	0	73,870
Total Program Expenditures	0	0	73,870

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	0	0	73,870
Total Program Funding	0	0	73,870

Program Staffing (FTEs)	0.0	0.0	4.0

Program Summary

Department: OFFICE OF SUSTAINABILITY & CONSERVATION

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 and 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, and assist designation of the Santa Cruz Valley National Heritage Area. Implement mitigation measures.

(Note: As part of the reorganization of various administrative functions by the County Administrator, the Cultural Resources Division of the Public Works Administration Department; the Office of Conservation, Science, and Environmental Policy; and the Sustainability Program within the County Administrator Department were consolidated into the new Office of Sustainability and Conservation in the Public Works Functional Area. For historical information, see the Cultural Resources Program in Public Works Administration.)

(Note: Except for the Program Expenditures by Object listed below, the program's expenditures of \$542,516 will be allocated to the other departments in the Public Works functional area.)

Program Goals and Objectives

- Review and ensure compliance of County and private sector development projects
- Define project scopes of work for cultural resources services contracts
- Develop plans for Cultural Resources and Open Space preservation

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Compliance actions for County projects reviewed	n/a	n/a	125
Compliance reviews for private development reviewed	n/a	n/a	100
Preservation bond funds expended	n/a	n/a	\$3,463,311

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	0	0	106,440
Total Program Expenditures	0	0	106,440

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	0	0	106,440
Total Program Funding	0	0	106,440

Program Staffing (FTEs)	0.0	0.0	6.5

Program Summary

Department: OFFICE OF SUSTAINABILITY & CONSERVATION

Program: SUSTAINABILITY

Function

Create and maintain a sustainable community that promotes individual well-being and opportunity, sound resource conservation and stewardship, and a strong and diverse economy for all residents.

Description of Services

Work to enhance sustainable practices and operational efficiency in Pima County. Partner with others to develop innovative programs and activities and incorporate roundtable "360-degree" decision-making into planning and implementation efforts for the workplace, neighborhood, community and region.

(Note: As part of the reorganization of various administrative functions by the County Administrator, the Cultural Resources Division of the Public Works Administration Department; the Office of Conservation, Science, and Environmental Policy; and the Sustainability Program within the County Administrator Department were consolidated into the new Office of Sustainability and Conservation in the Public Works Functional Area. The historical information of this program is embedded in the County Administrator Program of the County Administrator.)

Program Goals and Objectives

- Coordinate the ongoing implementation of the Sustainable Action Plan for County operations
- Prepare "Report Cards" on Sustainability goals met through the Action Plan
- Provide training to County staff on green purchasing and other operational efforts
- Participate in community outreach and education
- Integrate sustainability principles into land use planning and County projects

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Electronic version of the Green Pueblo Map completed	n/a	n/a	yes
Healthy Communities layer for Green Pueblo Map developed	n/a	n/a	yes
Winning with Wellness Brochure created	n/a	n/a	yes
Annual Sustainability Report Card for County Operations is made available	n/a	n/a	yes
Participation with the Development Services Infrastructure Planning team continues	n/a	n/a	yes

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	0	0	79,652
SUPPLIES AND SERVICES	0	0	3,888
Total Program Expenditures	0	0	83,540

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	0	0	83,540
Total Program Funding	0	0	83,540

Program Staffing (FTEs)	0.0	0.0	1.0

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Public Works Administration

Expenditures: 0

FTEs 23.0

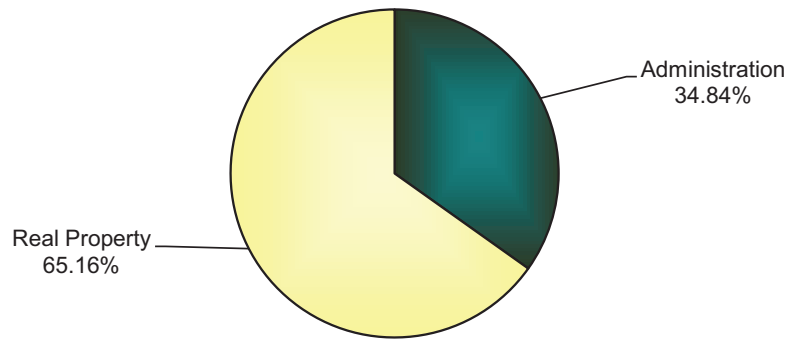
Revenues: 0

Function Statement: Provide administrative services, capital project management, and direct the real property activities for the departments within the Public Works functional area.

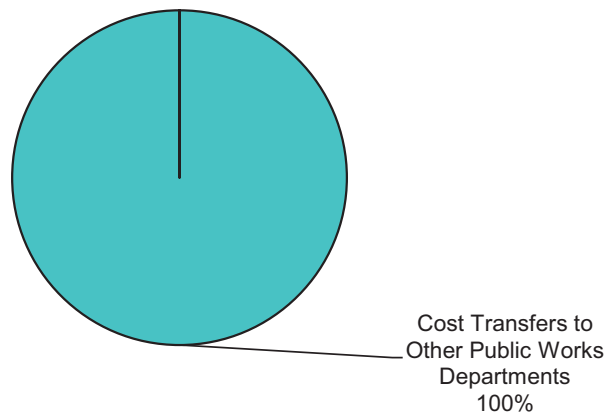
Mandates: None

Note: Expenditure percentages for Administration and Real Property are shown only for illustrative purposes, as all of the costs of these programs are transferred to other Public Works Departments.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: PUBLIC WORKS ADMINISTRATION

	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Expenditures by Program			
ADMINISTRATION	2	0	0
CULTURAL RESOURCES	52,473	90,772	0
REAL PROPERTY	1	0	0
Total Expenditures	52,476	90,772	0
Funding by Source			
Revenues			
ADMINISTRATION	673	0	0
REAL PROPERTY	28	0	0
Total Revenues	701	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	51,775	90,772	0
Total Program Funding	52,476	90,772	0
Staffing (FTEs) by Program			
ADMINISTRATION	9.0	6.0	5.0
CULTURAL RESOURCES	6.0	6.0	0.0
REAL PROPERTY	19.0	18.0	18.0
Total Staffing (FTEs)	34.0	30.0	23.0

Program Summary

Department: PUBLIC WORKS ADMINISTRATION

Program: ADMINISTRATION

Function

Provide administrative direction and support services to departments primarily within the Public Works functional area.

Description of Services

Manage capital projects and provide project management services. Provide administration, management, and planning support to Real Property Services, Cultural Resources and Historic Preservation Services, Geographic Information Services, Capital Improvement Program, and eight departments within the Public Works functional area. Oversee, guide, and direct as necessary the implementation of County policies, capital projects, community relations, and other administrative services.

(Note: 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
 - . Track the number of joint projects undertaken
 - . Complete joint projects on schedule
- Manage Public Works departments to measurable progress in providing professional, progressive, fiscally responsible, and timely services to Pima County

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Reports obtained from each department detailing activities related to providing progressive, fiscally responsible, and timely services	12	12	12
Joint projects undertaken	7	5	5
Joint projects completed on schedule	7	5	5
Budget execution monitoring for all major organizational units	12	12	12

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
SUPPLIES AND SERVICES	2	0	0
Total Program Expenditures	2	0	0

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
MISCELLANEOUS	673	0	0
Operating Revenue Sub-Total	673	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	(671)	0	0
Total Program Funding	2	0	0

Program Staffing (FTEs)	9.0	6.0	5.0

Program Summary

Department: PUBLIC WORKS ADMINISTRATION

Program: CULTURAL RESOURCES

Function

Provide management, technical, and administrative services to all County departments and the public ensuring compliance with federal, state, and County historic preservation laws and policies. 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 and 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. Implement mitigation measures.

(Note: Except for the Program Expenditures by Object listed below, the program's expenditures were or will be to the other departments in the Public Works functional area in fiscal years 2009/10 and 2010/11.

(Note: As part of the reorganization of various administrative functions by the County Administrator, the Cultural Resources Division of the Public Works Administration Department; the Office of Conservation, Science, and Environmental Policy; and the Sustainability Program within the County Administrator Department were consolidated into the new Office of Sustainability and Conservation in the Public Works Functional Area. For information for fiscal year 2011/12, see the Cultural Resources Program in the Office of Sustainability and Conservation.)

Program Goals and Objectives

- Review and ensure compliance of County and private sector development projects
- Define project scope of work for cultural resources services contracts
- Develop plans for Cultural Resources and Open Space preservation

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Compliance actions for County projects	150	125	n/a
Compliance reviews for private development	120	100	n/a
Preservation bond funds expended	\$1,548,952	\$1,523,420	n/a

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	190,857	90,772	0
SUPPLIES AND SERVICES	(141,261)	0	0
CAPITAL OUTLAY	2,877	0	0
Total Program Expenditures	52,473	90,772	0

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 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	52,473	90,772	0
Total Program Funding	52,473	90,772	0

Program Staffing (FTEs)	6.0	6.0	0.0

Program Summary

Department: PUBLIC WORKS ADMINISTRATION

Program: REAL PROPERTY

Function

Direct and administer the real property function for Pima County departments.

Description of Services

Provide appraisal, acquisition, relocation, property management, and property disposal services to Pima County departments. License the use of County rights-of-way for encroachments and utility licenses. Track the number of appraisals and acquisitions completed each year.

(Note: It is intended that the program's expenditures will be allocated in full to the other departments in the Public Works and other functional areas. Therefore, all budgeted expenditures net to zero.)

Program Goals and Objectives

- Monitor all expenditures and charge expenditures to Public Works and other Pima County departments through management review and approval of all appraisals/nominals, acquisition, and property management activities

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Appraisals/Nominal's reviewed	114	190	130
Acquisition agreements reviewed	195	130	110
Escrow closings monitored	205	130	110

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	416,488	0	0
SUPPLIES AND SERVICES	(419,545)	0	0
CAPITAL OUTLAY	3,058	0	0
Total Program Expenditures	1	0	0

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	10	0	0
MISCELLANEOUS	18	0	0
Operating Revenue Sub-Total	28	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	0	0	0
General Fund Support	(27)	0	0
Total Program Funding	1	0	0

Program Staffing (FTEs)	19.0	18.0	18.0

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Regional Flood Control District

Expenditures: 12,043,950

FTEs 67.3

Revenues: 20,418,768

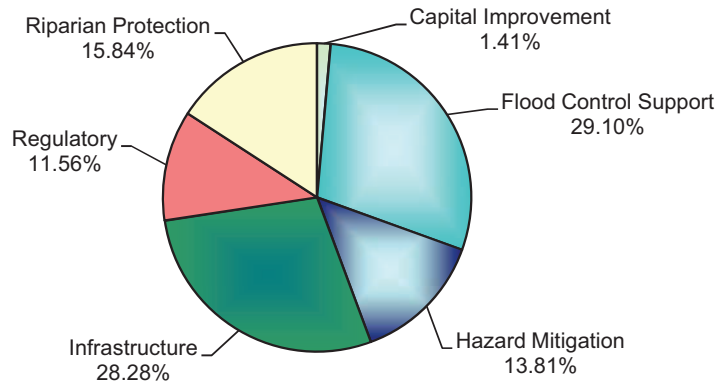
Function Statement:

Protect public health, safety, and welfare by implementing structural flood control solutions and provide comprehensive nonstructural flood prevention services. Enhance natural floodplain characteristics and community environmental quality by preserving and protecting riparian habitat resources. Support Pima County's Section 10(a) permit application to the U.S. Fish and Wildlife Service and fulfill the mission pertaining to riparian elements set forth by the Board of Supervisors in the Sonoran Desert Conservation Plan.

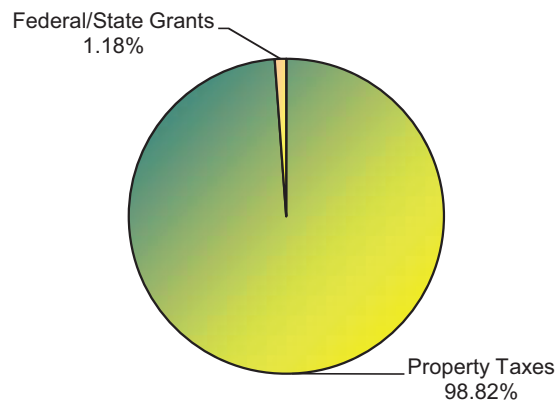
Mandates:

ARS Title 11, Chapter 2: Board of Supervisors, Article 4: Powers and Duties; 11-257: Flood Water Control Works, Tax Levy; Title 48, Chapter 21: Flood Control Districts; and Pima County Code Title 16: Floodplain and Erosion Hazard Management

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: REGIONAL FLOOD CONTROL DISTRICT

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
CAPITAL IMPROVEMENT	339,868	375,669	169,618
FLOOD CONTROL SUPPORT	3,700,854	3,831,270	3,504,691
HAZARD MITIGATION	1,235,440	1,584,150	1,663,233
INFRASTRUCTURE	2,280,522	3,234,077	3,406,144
REGULATORY	1,142,824	1,240,381	1,392,575
RIPARIAN PROTECTION	1,714,001	1,961,813	1,907,689
Total Expenditures	10,413,509	12,227,360	12,043,950
Funding by Source			
Revenues			
FLOOD CONTROL SUPPORT	23,690,634	22,311,443	20,268,768
INFRASTRUCTURE	124,712	0	0
RIPARIAN PROTECTION	224,789	160,000	150,000
Total Revenues	24,040,135	22,471,443	20,418,768
Net Operating Transfers In/(Out)	(10,034,347)	(8,000,000)	(14,056,214)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(3,592,279)	(2,244,083)	5,681,396
Total Program Funding	10,413,509	12,227,360	12,043,950
Staffing (FTEs) by Program			
CAPITAL IMPROVEMENT	8.0	8.0	5.0
FLOOD CONTROL SUPPORT	9.0	9.0	8.0
HAZARD MITIGATION	12.0	13.0	13.0
INFRASTRUCTURE	14.3	13.3	14.3
REGULATORY	18.0	18.0	18.0
RIPARIAN PROTECTION	9.0	9.0	9.0
Total Staffing (FTEs)	70.3	70.3	67.3

Pursuant to the Intergovernmental Agreement between Pima County and the Regional Flood Control District Cost Sharing Agreement for Cooperative Support Services Contract No. 01-59-P-135988-0505 (dated May 3, 2005, recorded in Docket 12459 at Page 1313 on May 10, 2005), employees performing work for the Regional Flood Control District are Pima County employees assigned to do work for the Regional Flood Control District. For budgetary purposes only, these employees are shown as FTEs within the Regional Flood Control 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 May 10, 2015.

Program Summary

Department: REGIONAL FLOOD CONTROL DISTRICT

Program: CAPITAL IMPROVEMENT

Function

Manage the development and construction of Capital Improvement Program for the Flood Control District including the initiation, planning, monitoring and control, execution, and closing of District's capital improvement projects.

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

- Monitor the progress of each project, and control the successful planning, design, construction, and closing of each project
- . Complete on schedule and budget the four bond projects scheduled for completion in fiscal year 2011/2012
- . Construct within 5% of engineer's cost estimate the four bond projects and one non-bond project scheduled for completion in fiscal year 2011/2012

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Bond projects completed on schedule and budget	2	4	4
Projects constructed within 5% of engineer's cost estimate	2	11	5
2004 bond projects completed	1	4	3

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	353,397	477,259	271,488
SUPPLIES AND SERVICES	(13,529)	(101,590)	(101,870)
Total Program Expenditures	339,868	375,669	169,618

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	339,868	375,669	169,618
Total Program Funding	339,868	375,669	169,618

Program Staffing (FTEs)	8.0	8.0	5.0

Program Summary

Department: REGIONAL FLOOD CONTROL DISTRICT

Program: FLOOD CONTROL SUPPORT

Function

Direct, lead, and support the district floodplain management and flood control activities in the incorporated and unincorporated areas of Pima County by maintaining a fiscally responsible, environmentally conscientious, and multi-objective approach to managing regional watercourses, floodplains, water resources, and riparian habitats.

Description of Services

Provide leadership, financial management, and personnel for district operations. Provide direction and set policies for short range and long range regional flood control planning. Provide administrative support services to procure, manage, and audit contracts and services for the district. Ensure that the 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, class 5 or better, in floodplain management and flood prevention as determined by FEMA's Community Rating System allowing residents and businesses to obtain flood insurance premium discounts
- Conduct an outreach program to inform property owners about their susceptibility to flooding and increase the number of flood insurance policies in Pima County to a minimum of 3,100
- Provide up-to-date, accurate floodplain information to the general public and municipalities in the County including providing digital mapping and GIS information on floodplains, water resources, and associated comprehensive planning data for flood control
- Provide a regional flood control plan and long-term flood prevention strategy and implementation plan

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Divisions that developed a one-year and five-year operating plan	4	4	5
Projects with no discrepancies in schedule or budget	95%	92%	100%
FEMA's community class rating for Pima County	5	5	5
Savings on Flood Insurance premiums in Pima County	25%	25%	25%
Total Flood Insurance policies in Pima County	2,581	3,100	3,100

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,362,991	1,424,622	1,469,485
SUPPLIES AND SERVICES	2,337,863	2,406,648	2,035,206
Total Program Expenditures	3,700,854	3,831,270	3,504,691

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
TAXES	23,458,293	22,220,943	20,178,268
INTERGOVERNMENTAL	10,835	0	0
CHARGES FOR SERVICES	40,521	25,000	25,000
INTEREST	134,722	35,000	35,000
MISCELLANEOUS	46,263	30,500	30,500
Operating Revenue Sub-Total	23,690,634	22,311,443	20,268,768
Net Operating Transfers In/(Out)	(10,030,386)	(8,000,000)	(14,056,214)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(9,959,394)	(10,480,173)	(2,707,863)
Total Program Funding	3,700,854	3,831,270	3,504,691

Program Staffing (FTEs)	9.0	9.0	8.0

Program Summary

Department: REGIONAL FLOOD CONTROL DISTRICT

Program: HAZARD MITIGATION

Function

Provide flood hazard mapping and information resources to protect Pima County residents from flooding and associated hazards. Conduct long-range planning services to promote wise and environmentally sound developments in and adjacent to flood hazard areas. Ensure compliance 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 by federal and state laws and local mandates. 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. 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 the Federal Emergency Management Agency (FEMA). Conduct and review flood insurance studies. Review development plans for compliance with FEMA. Coordinate FEMA approved mapping changes. 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, develop scopes of works, and oversee work to completion. Prepare the annual report and the 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	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Development project plans received, logged in, and reviewed within time frame established by Pima County Development Services	92%	85%	100%
FEMA reviews received, logged in, and reviewed within a four-week period	85%	86%	100%
Floodplain residents that receive informational and/or educational materials, e.g. floodplain map change notices, educational brochures	70%	75%	100%
Acres of watersheds studied annually to update flood hazard information	180,000	100,000	100,000
Linear miles of rivers studied and reviewed annually	265	75	150
Rezoning and plans that provide for natural washes and preserve floodplains	80%	80%	80%
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	867,953	1,048,555	1,079,348
SUPPLIES AND SERVICES	366,301	535,595	583,885
CAPITAL OUTLAY	1,186	0	0
Total Program Expenditures	1,235,440	1,584,150	1,663,233
Program Funding by Source			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	1,235,440	1,584,150	1,663,233
Total Program Funding	1,235,440	1,584,150	1,663,233
Program Staffing (FTEs)	12.0	13.0	13.0

Program Summary

Department: REGIONAL FLOOD CONTROL DISTRICT

Program: INFRASTRUCTURE

Function

Protect the health, safety, and welfare of Pima County residents by providing comprehensive maintenance, operation, and development of flood control infrastructure through a balanced, multi-objective approach to managing regional watercourses, floodplains, and storm water resources.

Description of Services

Inspect, construct, and maintain flood control facilities. Develop operation and maintenance plans for flood control infrastructure including emergency preparedness and incorporating environmentally sensitive solutions for flood control. Coordinate County maintenance activities with other city, state, and federal departments and agencies. 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, state, and federal agencies.

Program Goals and Objectives

- Provide inspection and maintenance of flood control improvements that embody sound maintenance principles in a cost effective manner
- Establish data management procedures that provide support to the various programs within the District including data sources as well as geographic information data sources

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
District property inventoried in geographical information system (GIS) database	97%	100%	100%
Infrastructure assets inventoried in GIS database	85%	100%	100%
Total assets inventoried	5,500	5,600	5,800
Subdivision Release of Assurance inspections completed within 10 days of request	100%	100%	100%
Infrastructure inventory inspected annually	66%	66%	66%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,386,296	1,539,803	1,665,374
SUPPLIES AND SERVICES	894,226	1,638,736	1,717,570
CAPITAL OUTLAY	0	55,538	23,200
Total Program Expenditures	2,280,522	3,234,077	3,406,144

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	124,712	0	0
Operating Revenue Sub-Total	124,712	0	0
Net Operating Transfers In/(Out)	(3,961)	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	2,159,771	3,234,077	3,406,144
Total Program Funding	2,280,522	3,234,077	3,406,144

Program Staffing (FTEs)	14.3	13.3	14.3

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 that explain floodplain requirements. Review applications, plans, and engineering studies for conformance with standards and requirements, and issue permits if acceptable. Perform site investigations in order to verify that improvements were constructed in compliance with the Floodplain and Erosion Hazard Management Ordinance. Initiate enforcement activities for construction not in compliance. Conduct hydrologic and hydraulic studies. Interface with other governmental agencies, instill public awareness, and respond to flood events. Provide comprehensive planning and review of flood control infrastructure constructed by private development.

Program Goals and Objectives

- Meet or exceed federal and state requirements for floodplain management including those mandated for participation in the National Flood Insurance Program
- Ensure that development activities in flood hazard areas are in compliance with federal and state laws and the Floodplain and Erosion Hazard Management Ordinance
- Provide floodplain management plans that embody sound engineering principles and preserve natural resources
- Provide consistent and comprehensive information regarding flood and erosion hazards, and impacts to riparian areas in order to assist in creating awareness of the issues, and promote development with the least impact within these areas

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Flood Hazard Information Sheets completed per requests from property owners, prospective property owners, and mortgage companies	2,287	2,800	2,800
Outreach events held to inform residents about flood hazards	10	12	12
Certified Floodplain Managers	13	13	13
Floodplain Use Permit applications initially reviewed within 15 business days (either approved or comment letter)	62%	70%	100%
Complaints responded to within 10 business days	80%	80%	100%
Completed elevation certificates returned	58%	90%	100%
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,114,498	1,203,931	1,342,475
SUPPLIES AND SERVICES	28,326	36,450	50,100
Total Program Expenditures	1,142,824	1,240,381	1,392,575
Program Funding by Source			
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	1,142,824	1,240,381	1,392,575
Total Program Funding	1,142,824	1,240,381	1,392,575
Program Staffing (FTEs)	18.0	18.0	18.0

Program Summary

Department: REGIONAL FLOOD CONTROL DISTRICT

Program: RIPARIAN PROTECTION

Function

Enhance floodplain characteristics and ecosystem functions by preserving, protecting, and restoring the natural resources within Pima County including those activities mandated by federal, state, and local regulations. 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. Develop, regulate, and enforce riparian measures that serve to preserve and protect valued ecosystem habitat. Oversee the planning, designing, constructing, and maintaining 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 County departments, governmental and nongovernmental entities on riparian area needs, availability, and conservation. Identify concerns surrounding water usage and availability and develop policies that help address these issues. Coordinate with other agencies on the planning, design, construction, operation and maintenance of groundwater recharge projects associated with flood control projects. Review and comment on possible water resource impacts of a proposed development. Determine water needs for existing riparian habitat areas and RFCD ecosystem restoration projects. Maintain, operate, and expand the Automated Local Evaluation in Real Time (ALERT) system to ensure rainfall and stream flow is accurately measured 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. Provide timely storm related information and system analyses to County personnel and other emergency response agencies.

Program Goals and Objectives

- Support and ensure compliance with the Floodplain Ordinance and the SDCP as it applies to floodplains, riparian habitat, and RFCD property
- Manage RFCD property in a manner that protects and enhances natural resources
- Plan, design, construct, and maintain cost effective high valued riparian habitat ecosystem restoration projects
- Maintain and operate an integrated flood threat recognition and emergency response system in cooperation with federal, state and local agencies

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Riparian habitat mitigation plan permits inspected annually for regulatory compliance based on the total number of permits issued during the past 5 years.	10%	10%	10%
Non-functional ALERT field sensor sites repaired or replaced within two weeks, weather, hardware, and access permitting	100%	95%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,242,634	1,350,223	1,354,809
SUPPLIES AND SERVICES	449,714	506,140	531,880
CAPITAL OUTLAY	21,653	105,450	21,000
Total Program Expenditures	1,714,001	1,961,813	1,907,689

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	121,947	10,000	0
MISCELLANEOUS	102,842	150,000	150,000
Operating Revenue Sub-Total	224,789	160,000	150,000
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	1,489,212	1,801,813	1,757,689
Total Program Funding	1,714,001	1,961,813	1,907,689

Program Staffing (FTEs)	9.0	9.0	9.0

Regional Wastewater Reclamation

Expenditures: 154,053,548

FTEs 511.8

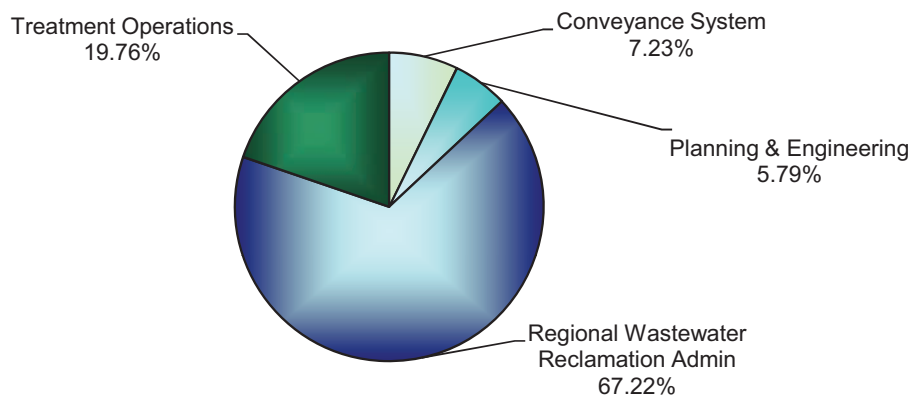
Revenues: 166,423,553

Function Statement: Protect the public health, safety, and the environment by providing quality service, environmental stewardship, and renewable resources.

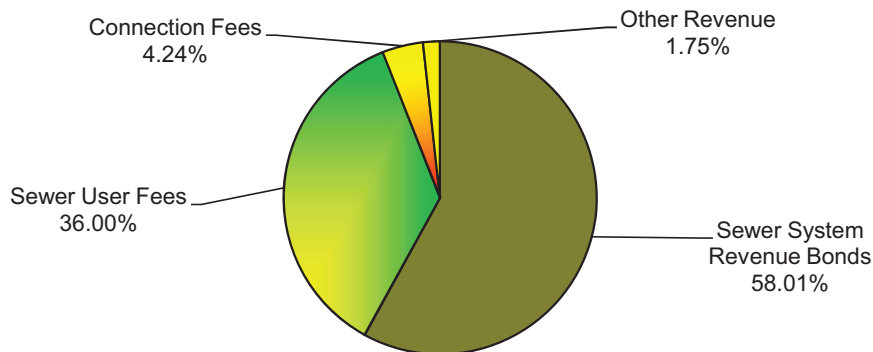
Mandates: ARS Title 11, Chapter 2: Board of Supervisors, 11-264: Authority to operate a sewage system; liens; sewage system fees; Title 14, Chapter 14: Sanitary Districts; and Pima County Code Title 7: Environmental Quality, 7.21: Liquid Waste

Note: This presentation does not include approximately \$239 million of capital projects for the fiscal year 2011/2012 listed in the Capital Improvement Program but the Sources of Funding will include revenue and other funding sources for those capital projects.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **REGIONAL WASTEWATER RECLAMATION**

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
CONVEYANCE SYSTEM	11,052,165	12,509,309	11,144,337
PLANNING & ENGINEERING	(883,119)	9,294,072	8,917,071
REGIONAL WASTEWATER RECLAMATION ADMIN	70,873,715	91,718,250	103,554,498
TREATMENT OPERATIONS	30,022,339	31,786,999	30,437,642
Total Expenditures	111,065,100	145,308,630	154,053,548
Funding by Source			
Revenues			
CONVEYANCE SYSTEM	23,604	0	0
PLANNING & ENGINEERING	2,001,747	0	0
REGIONAL WASTEWATER RECLAMATION ADMIN	135,938,528	160,531,364	166,423,553
TREATMENT OPERATIONS	54,967	0	0
Total Revenues	138,018,846	160,531,364	166,423,553
Net Operating Transfers In/(Out)	(1,199,557)	(1,033,683)	(618,385)
Other Funding Sources	8,002,383	165,000,000	230,000,000
Fund Balance Decrease/(Increase)	(33,756,572)	(179,189,051)	(241,751,620)
Total Program Funding	111,065,100	145,308,630	154,053,548
Staffing (FTEs) by Program			
CONVEYANCE SYSTEM	112.0	107.0	108.0
PLANNING & ENGINEERING	99.0	94.6	91.7
REGIONAL WASTEWATER RECLAMATION ADMIN	134.0	98.1	97.1
TREATMENT OPERATIONS	235.0	220.0	215.0
Total Staffing (FTEs)	580.0	519.7	511.8

This presentation does not include approximately \$239 million of capital projects for fiscal year 2011/2012 listed in the Capital Improvement Program but the Sources of Funding will include revenue and other funding sources for those capital projects.

Program Summary

Department: REGIONAL WASTEWATER RECLAMATION

Program: CONVEYANCE SYSTEM

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. Maintain ISO 9001 Quality, ISO 14001, Environmental, and Occupational Health and Safety Assessment Series (OHSAS), and 18001 certifications to ensure the highest operating standards in the quality of service, environmental protection, and occupational health and safety are continually met.

Pursuant to the department's Capacity Management Operations and Maintenance Plan, maintain a proactive, comprehensive, and permit driven preventive maintenance program for approximately 3,500 miles of public gravity sanitary sewers and 29 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)
 - . Reduce sanitary sewer overflows
- Operate the sanitary sewage conveyance system (gravity and pumping systems) effectively, efficiently, and in compliance with federal and state mandates and regulations
 - . Continue to increase the number of feet included in preventative maintenance for sewer-lines
 - . Operate and maintain 3 in-house Closed Circuit Televising (CCTV) units and administration of \$1.5 million out-side vendor CCTV service contract until Capacity, Management, Operations & Maintenance (CMOM) goals are obtained for this program
- Respond efficiently and effectively to customer service requests
- Maintain an effective vector control program
 - . Provide treatment applications to at least 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 system) through continuous improvement of Chemical Dosing Units (CDU) and effective monitoring
 - . Reduce odor complaint phone calls

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Sanitary sewer overflows	64	63	62
Feet of sewer system receiving preventative maintenance	13,300,000	13,500,000	13,700,000
Information requests provided in the same day	95%	100%	100%
Odor complaint phone calls	415	350	330
ISO/Occupational Health and Safety Assessment Series Audit Compliance	100%	100%	100%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	5,976,675	6,214,615	6,424,914
SUPPLIES AND SERVICES	4,043,859	6,251,533	4,719,423
CAPITAL OUTLAY	1,031,631	43,161	0
Total Program Expenditures	11,052,165	12,509,309	11,144,337

Program Funding by Source

Revenues			
MISCELLANEOUS	23,604	0	0
Operating Revenue Sub-Total	23,604	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	11,028,561	12,509,309	11,144,337
Total Program Funding	11,052,165	12,509,309	11,144,337

Program Staffing (FTEs)	112.0	107.0	108.0

Program Summary

Department: REGIONAL WASTEWATER RECLAMATION

Program: PLANNING & ENGINEERING

Function

Provide wastewater planning, engineering and Capital Improvement Program (CIP) project delivery services.

Description of Services

Provide project planning, project management, program oversight/coordination, and construction management services for the department's CIP. Provide sewer construction inspection services. Provide engineering review of development sewer projects. Manage system models, system design standards, and engineering projects of a technical nature. Coordinate Regional Wastewater Reclamation Advisory Committee meetings. Provide specialized maps for department and County presentations. Implement and monitor connection fee program for new users. Resolve delinquent connection fee issues. Develop and maintain a regional long-range facility plan. Evaluate the availability of sewer capacity to serve new development for local government agencies and the land development industry. Coordinate development project impacts in the public sewer system by preparing Master Sewer Service and Development agreements. Represent the department to local, regional, and national public agencies and industry associations. Maintain connection records and maps of the public sewer system.

Program Goals and Objectives

- Develop, initiate, manage, and complete CIP projects efficiently
- Complete projects within 20% of budget
- Provide on an average of 27 days the issuance of sewer capacity letters for development projects
- Provide on an average of 23 days the reviews for sewer utility plans

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Projects completed within 20% of budget	78%	80%	100%
Average number of days to issue capacity response letter	30	28	27
Average number of days for sewer improvement plan review	30	25	23

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	6,433,070	6,037,922	6,497,892
SUPPLIES AND SERVICES	22,973,409	3,228,050	2,419,179
CAPITAL OUTLAY	(30,289,598)	28,100	0
Total Program Expenditures	(883,119)	9,294,072	8,917,071

Program Funding by Source

Revenues			
MISCELLANEOUS	1,238	0	0
Operating Revenue Sub-Total	1,238	0	0
INTERGOVERNMENTAL	2,000,000	0	0
INTEREST	509	0	0
Special Programs Revenue Sub-Total	2,000,509	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(2,884,866)	9,294,072	8,917,071
Total Program Funding	(883,119)	9,294,072	8,917,071

Program Staffing (FTEs)	99.0	94.6	91.7

Program Summary

Department: REGIONAL WASTEWATER RECLAMATION

Program: REGIONAL WASTEWATER RECLAMATION ADMIN

Function

Direct department operations and planning. Coordinate administrative support services for the department. Provide technical and regulatory compliance services for wastewater treatment facilities.

Description of Services

Supervise, monitor, and direct department operations, annual budget planning, and quality improvement planning. Coordinate community, security, quality, and employee services for the department. Assist with the development of the department's financial plan and rate increase proposals, identify and secure alternative funding sources (grants or system development funds), and recommend funding needed from bond sales to ensure capital project construction is not compromised and the Regional Optimization Master Plan (ROMP) compliance schedule is met. Prepare annual operations and maintenance budget and provide supporting justification. 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. Administer regulatory compliance and permitting programs including inspection of industrial sites requiring wastewater control. Conduct operational and technical training programs and activities. Approve administrative claims and other financial transactions.

(Note: This presentation does not include approximately \$239 million of capital projects for fiscal year 2011/2012 listed in the Capital Improvement Program but the Sources of Funding will include revenue and other funding sources for those capital projects.)

Program Goals and Objectives

- Coordinate administrative, and departmental employee services
- Meet federal and state permit reporting requirements for wastewater treatment facilities
- Obtain 24,000 quality assured regulatory compliance samples for the environmental laboratory

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Permit reporting requirements met	100%	100%	100%
Regulatory compliance samples obtained	22,930	23,883	24,876

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	8,189,557	9,047,985	9,869,826
SUPPLIES AND SERVICES	62,571,915	82,594,465	93,489,872
CAPITAL OUTLAY	112,243	75,800	194,800
Total Program Expenditures	70,873,715	91,718,250	103,554,498

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
LICENSES & PERMITS	19,800	18,000	18,600
CHARGES FOR SERVICES	127,811,100	150,124,993	159,899,483
FINES AND FORFEITS	29,694	15,000	24,262
INTEREST	688,025	373,371	399,208
MISCELLANEOUS	70,629	0	82,000
MEMO REVENUE	7,319,280	10,000,000	6,000,000
Operating Revenue Sub-Total	135,938,528	160,531,364	166,423,553
Net Operating Transfers In/(Out)	(1,199,557)	(1,033,683)	(618,385)
Other Funding Sources	8,002,383	165,000,000	230,000,000
Fund Balance Decrease/(Increase)	(71,867,639)	(232,779,431)	(292,250,670)
Total Program Funding	70,873,715	91,718,250	103,554,498

Program Staffing (FTEs)	134.0	98.1	97.1

Program Summary

Department: REGIONAL WASTEWATER RECLAMATION

Program: TREATMENT OPERATIONS

Function

Protect the public health and the 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

- Generate and maximize utilization of renewable resources including biogas
- 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 operate the treatment facilities to ensure that permit limits are met; prevent pass through, interference, and upset at the Publicly Owned Treatment Works (POTW); and meet all regulatory compliance and reporting requirements for treatment and disposal of biosolids

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Cubic feet of methane converted to energy	193,465,009	190,000,000	200,000,000
Gallons of wastewater treated annually	23.02 billion	23.52 billion	24.02 billion
Biochemical oxygen demand removal rate	97%	96%	96%
Reportable environmental exceedences	11	12	10

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	13,249,442	13,089,123	13,238,073
SUPPLIES AND SERVICES	15,571,673	18,657,676	17,088,029
CAPITAL OUTLAY	1,201,224	40,200	111,540
Total Program Expenditures	30,022,339	31,786,999	30,437,642

Program Funding by Source

Revenues			
INTERGOVERNMENTAL	54,277	0	0
MISCELLANEOUS	690	0	0
Operating Revenue Sub-Total	54,967	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	29,967,372	31,786,999	30,437,642
Total Program Funding	30,022,339	31,786,999	30,437,642

Program Staffing (FTEs)	235.0	220.0	215.0

Solid Waste Management

Expenditures: **6,447,000**

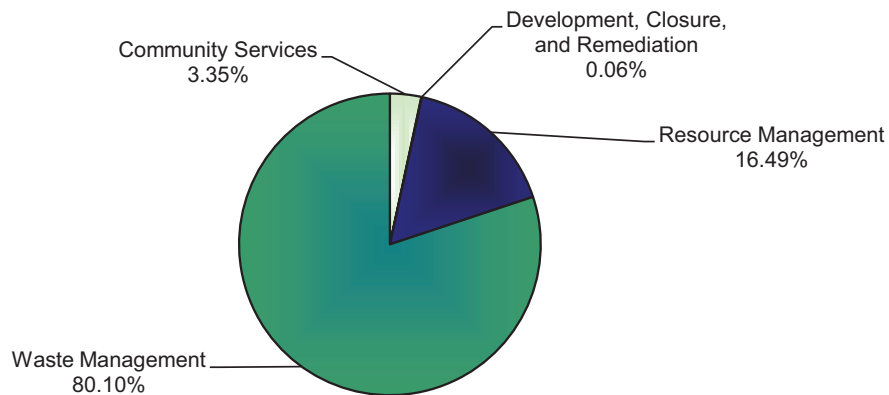
FTEs **28.5**

Revenues: **4,247,000**

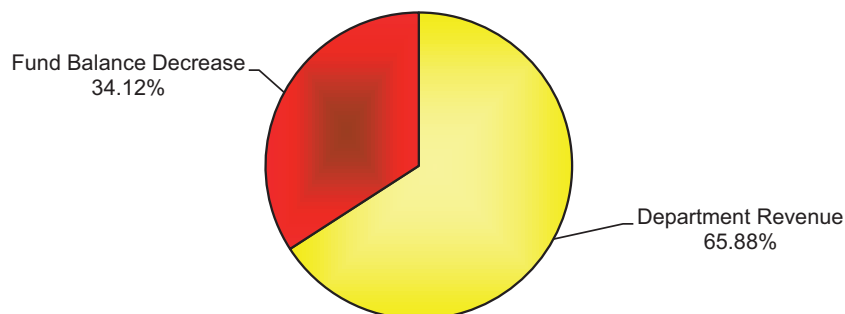
Function Statement: Provide efficient and environmentally responsible solid waste facilities for the people of Pima County. Manage and operate the solid waste disposal and transfer facilities necessary for the safe and sanitary disposal of solid waste generated within its jurisdiction.

Mandates: ARS Title 11, Chapter 2: Board of Supervisors, Article 4: Powers and Duties, 11-269 Recycling and Waste Reduction; Title 49, Chapter 4: Solid Waste Management; and Pima County Code Title 7: Environmental Quality, 7.25: Waste Collection; 7.29: Solid Waste; and 7.33: Removal of Rubbish, Trash Weeds, Filth, and Debris

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **SOLID WASTE MANAGEMENT**

Expenditures by Program	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
COMMUNITY SERVICES	221,535	216,000	216,000
DEVELOPMENT, CLOSURE, AND REMEDIATION	2,647	4,000	4,000
RESOURCE MANAGEMENT	695,823	723,000	1,063,000
WASTE MANAGEMENT	4,716,538	5,840,000	5,164,000
Total Expenditures	5,636,543	6,783,000	6,447,000
Funding by Source			
Revenues			
COMMUNITY SERVICES	12	0	0
RESOURCE MANAGEMENT	40,156	2,500	6,000
WASTE MANAGEMENT	4,417,160	4,183,500	4,241,000
Total Revenues	4,457,328	4,186,000	4,247,000
Net Operating Transfers In/(Out)	1,000,000	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	179,215	2,597,000	2,200,000
Total Program Funding	5,636,543	6,783,000	6,447,000
Staffing (FTEs) by Program			
RESOURCE MANAGEMENT	8.0	8.0	8.0
WASTE MANAGEMENT	26.5	25.5	20.5
Total Staffing (FTEs)	34.5	33.5	28.5

Program Summary

Department: SOLID WASTE MANAGEMENT

Program: COMMUNITY SERVICES

Function

Provide funding, using Solid Waste tipping fees if available, for the Pima County Department of Environmental Quality Wildcat Dump Program. Provide staffing and equipment to support the Wildcat Dump Program.

Description of Services

Provide bins and drivers at no charge and waive tipping fees for organized 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
- . Investigate illegal dumping sites
- . Provide resources, if available, to support Wildcat Dump clean up operations

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Illegal dumping sites investigated	931	845	845
Illegal waste removed from public lands (tons)	111	90	90
Funding provided for Wildcat Dump Program	\$220,000	\$216,000	\$216,000
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	183,166	143,710	176,034
SUPPLIES AND SERVICES	38,369	72,290	39,966
Total Program Expenditures	221,535	216,000	216,000
Program Funding by Source			
Revenues			
MISCELLANEOUS	12	0	0
Operating Revenue Sub-Total	12	0	0
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	221,523	216,000	216,000
Total Program Funding	221,535	216,000	216,000
Program Staffing (FTEs)	0.0	0.0	0.0

Program Summary

Department: SOLID WASTE MANAGEMENT

Program: DEVELOPMENT, CLOSURE, AND REMEDIATION

Function

Plan and manage all Solid Waste development, closure, temporary 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. Temporary closure indicates landfill has remaining capacity and may not receive waste for a period of time. 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. Track waste management capacity and remediation services capability. Plan and manage the development, expansion, closure, temporary closure, and required remediation at County landfills.

Program Goals and Objectives

- Complete monthly waste data tracking
- Update landfill forecasts semi-annually
- Monitor groundwater wells and gas probes

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Monthly waste data tracking completed	yes	yes	yes
Landfill forecasts updated semi-annually	yes	yes	yes
Groundwater wells and gas probes monitored	42	42	42

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	2,151	1,588	1,588
SUPPLIES AND SERVICES	496	2,412	2,412
Total Program Expenditures	2,647	4,000	4,000

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	2,647	4,000	4,000
Total Program Funding	2,647	4,000	4,000

Program Staffing (FTEs)	0.0	0.0	0.0

Program Summary

Department: SOLID WASTE MANAGEMENT

Program: RESOURCE MANAGEMENT

Function

Provide management, procurement, and administrative support services.

Description of Services

Manage department administration.

Program Goals and Objectives

- Provide administration for integrated solid waste management development, operations, landfill facilities closure, temporary closure, and post-closure activities
- Manage staffing and administrative resources
- Project equipment funding and request replacement

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Invoices prepared by 5th of each month	yes	yes	yes
Equipment plan updated	no	no	no
Long range staffing plan updated	no	no	no

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	373,143	339,400	431,758
SUPPLIES AND SERVICES	308,022	383,600	631,242
CAPITAL OUTLAY	14,658	0	0
Total Program Expenditures	695,823	723,000	1,063,000

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
INTERGOVERNMENTAL	25,242	0	0
CHARGES FOR SERVICES	2,921	2,500	1,900
INTEREST	11,973	0	4,000
MISCELLANEOUS	20	0	100
Operating Revenue Sub-Total	40,156	2,500	6,000
Net Operating Transfers In/(Out)	1,000,000	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(344,333)	720,500	1,057,000
Total Program Funding	695,823	723,000	1,063,000

Program Staffing (FTEs)	8.0	8.0	8.0

Program Summary

Department: SOLID WASTE MANAGEMENT

Program: WASTE MANAGEMENT

Function

Perform integrated waste management at all Pima County solid waste facilities. Plan and implement temporary landfill closures and consolidation of services at remaining solid waste acceptance facilities.

Description of Services

Provide landfill, transfer station, and recycling operations including waste tire collection and recycling. Prepare annual Solid Waste Development Plan update.

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

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Arizona Department of Environmental Quality inspections passed	100%	100%	100%
Accidents resulting in lost time	1	0	0
Landfills operated	4	3	3
Transfer stations operated	2	2	2
Rural collection centers operated	4	4	4
Waste tonnage handled	66,784	70,000	70,000
Tire tonnage recycled	11,314	12,000	12,000
Other materials tonnage recycled	938	1,000	1,000

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,394,035	1,442,357	1,212,229
SUPPLIES AND SERVICES	3,322,503	4,147,643	3,851,771
CAPITAL OUTLAY	0	250,000	100,000
Total Program Expenditures	4,716,538	5,840,000	5,164,000

Program Funding by Source	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Revenues			
CHARGES FOR SERVICES	3,244,542	3,006,000	3,029,500
MISCELLANEOUS	39,909	33,500	35,500
Operating Revenue Sub-Total	3,284,451	3,039,500	3,065,000
INTERGOVERNMENTAL	1,017,477	1,050,000	1,050,000
CHARGES FOR SERVICES	91,336	64,000	120,000
INTEREST	23,896	30,000	6,000
Special Programs Revenue Sub-Total	1,132,709	1,144,000	1,176,000
Net Operating Transfers In/(Out)	0	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	299,378	1,656,500	923,000
Total Program Funding	4,716,538	5,840,000	5,164,000

Program Staffing (FTEs)	26.5	25.5	20.5

Transportation

Expenditures: **36,753,241**

FTEs **294.7**

Revenues: **49,042,086**

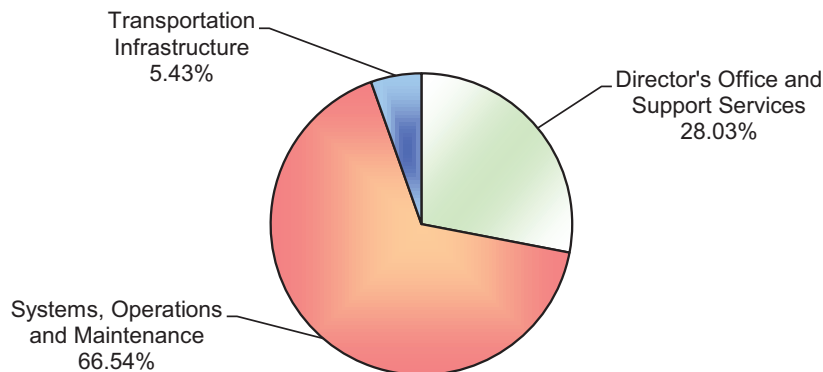
Function Statement:

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 land development 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.

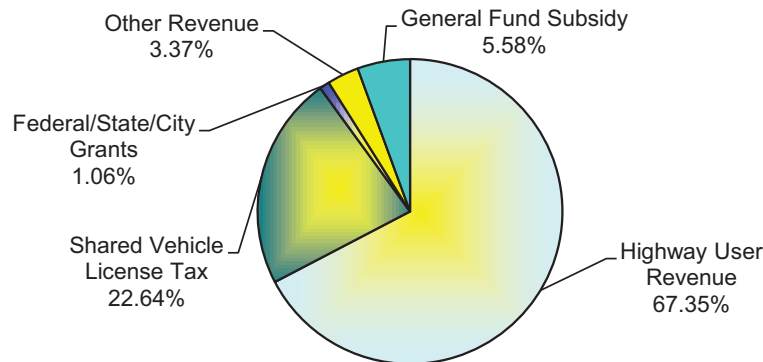
Mandates:

ARS Title 28, Chapter 19: County Highways; and Pima County Code Title 10: Traffic and Highways

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **TRANSPORTATION**

	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
Expenditures by Program			
DIRECTOR'S OFFICE AND SUPPORT SVCS	7,083,043	9,778,237	10,300,549
SYSTEMS, OPERATIONS AND MAINTENANCE	25,690,511	25,990,917	24,458,697
TRANSPORTATION INFRASTRUCTURE	1,440,541	1,543,781	1,993,995
Total Expenditures	34,214,095	37,312,935	36,753,241
Funding by Source			
Revenues			
DIRECTOR'S OFFICE AND SUPPORT SVCS	50,957,754	48,532,848	46,990,953
SYSTEMS, OPERATIONS AND MAINTENANCE	3,191,328	2,311,336	1,194,552
TRANSPORTATION INFRASTRUCTURE	748,122	295,707	856,581
Total Revenues	54,897,204	51,139,891	49,042,086
Net Operating Transfers In/(Out)	(16,070,859)	(13,661,031)	(19,379,078)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(4,612,250)	(165,925)	7,090,233
Total Program Funding	34,214,095	37,312,935	36,753,241
Staffing (FTEs) by Program			
DIRECTOR'S OFFICE AND SUPPORT SVCS	56.1	28.4	26.2
SYSTEMS, OPERATIONS AND MAINTENANCE	200.0	171.7	172.0
TRANSPORTATION INFRASTRUCTURE	98.0	95.5	96.5
Total Staffing (FTEs)	354.1	295.6	294.7

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, 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 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
 - . Provide financial data for the County's CIP within four weeks of obtaining quarterly actual expenditures
- 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, schedule, 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 and respond to each inquiry, concern, or request received within 24 hours of receipt

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Constituent inquiries and concerns received	6,130	6,200	6,300
Constituent inquiries and concerns responded to or resolved within 24 hours of receipt	95%	98%	100%
Technical assistance and/or environmental documents reviewed annually	224	220	250
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%

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	2,228,222	4,475,553	4,609,223
SUPPLIES AND SERVICES	4,842,909	5,302,684	5,683,826
CAPITAL OUTLAY	11,912	0	7,500
Total Program Expenditures	7,083,043	9,778,237	10,300,549

Program Funding by Source			
Revenues			
LICENSES & PERMITS	33,555	28,894	27,600
INTERGOVERNMENTAL	50,535,192	48,134,746	46,738,197
CHARGES FOR SERVICES	88,287	56,184	9,000
INTEREST	195,716	218,647	117,156
MISCELLANEOUS	105,004	94,377	99,000
Operating Revenue Sub-Total	50,957,754	48,532,848	46,990,953

Program Summary

Department: TRANSPORTATION

Program: DIRECTOR'S OFFICE AND SUPPORT SVCS

Net Operating Transfers In/(Out)	(19,160,779)	(16,483,431)	(22,159,142)
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	(24,713,932)	(22,271,180)	(14,531,262)
Total Program Funding	<u>7,083,043</u>	<u>9,778,237</u>	<u>10,300,549</u>
Program Staffing (FTEs)	56.1	28.4	26.2

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 engineering information management 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. 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; partner with residents to minimize traffic impacts in neighborhoods; and actively participate in the regional Intelligent Transportation System (ITS) led by the Pima Association of Governments (PAG). Establish necessary safety projects; develop scope and program priority of projects; and send to Infrastructure Group to contract out projects for design and construction. Administer Pima County impact fee program. Identify and implement bikeway and pedestrian projects; administer the county Safe Routes to School Program; and provide bicycle safety classes. Provide transportation review for proposed re-zonings and comprehensive plan amendments. Maintain the County's Major Streets and Scenic Routes Plan and provide long range transportation planning. Manage design and construction of projects using funding and priorities from the Department DOT-57 program, the PAG Regional Transportation Authority (RTA) program, and traffic and impact fees. Provide rural public transit and special needs services in Pima County. Identify, implement, and integrate automated systems and tools to facilitate department mandated functions. Provide Engineering Information Management services, data conversion and storage, along with related services and support to Pima County departments. Maintain a records modernization program.

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 services within eight weeks
 - . Investigate Board of Supervisor (BOS) requests and take action to deliver appropriate services within four weeks
- Reduce stops and delays to drivers on Pima County arterial roadways in the County and across jurisdictional boundaries
- Make Pima County roads safer to walk, bicycle, and drive on
 - . Reduce three year rolling average fatal crashes on Pima County roadway system each year
 - . Coordinate engineering and enforcement functions through monthly meetings with Sheriff's Operations Bureau
 - . Provide annual update to Safety Management System report by August 31 of each year
- Provide for the safe and efficient movement of people, goods, and services by performing routine roadway and bridge maintenance
 - . Perform at least 65 percent of required routine maintenance such as road grading, shoulder grading, and street sweeping on regular established cycle times
 - . Perform at least 16,000 sign item actions each year
 - . Perform at least 800 sign maintenance services calls each year
- 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 safe and reliable public transit in unincorporated Pima County
- Provide up-to-date, accurate engineering management information
 - . Apply GIS data updates utilizing automated processes and modern spatial data technology within a month after logging data into the GIS project tracking system
 - . Improve the 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

Note: The Adopted Budget for fiscal year 2011/12 reflects a continued reduction in funding for Transportation's mandated operational services. In fiscal year 2004/05, total operational expenditures were \$44.8 million and funded 422.2 Full Time Equivalent (FTE) positions; the total operational expenditures in the Adopted Budget for fiscal year 2011/12 are \$36.8 million, or a 17.9%, reduction from 7 years ago and funded 294.7 FTEs, or a 30.2% decrease. The continued year over year reductions have caused Transportation's Program Performance Measures for fiscal year 2011/12 to reflect this significant decrease in resources. These fiscal year 2011/12 planned measures do not suggest that Transportation will not continue to act on critical high priority services requiring immediate or short term response times and provide the expected quality results. It does not reflect any change in benchmark or industry standards being applied to the quality of work accomplished. It does however reflect the reality of diminished fiscal/human labor resources on Transportation's capacity to achieve quantity of work accomplished in prior years. Work quantities are expected to improve in the future if and when revenues increase.

Program Summary

Department: **TRANSPORTATION**Program: **SYSTEMS, OPERATIONS AND MAINTENANCE**

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Routine roadway maintenance activities performed by established cycle times	60%	65%	65%
Roadways receiving annual surface treatments	2.4%	0%	1.0%
Signal maintenance service calls performed	833	750	800
Sign item actions performed	9,800	15,000	16,125
RTA and grant funding secured for bicycle/pedestrian facilities and safety programs	\$2,490,648	\$5,216,442	\$4,594,982
Citizen requests investigated within eight weeks	50%	60%	75%
BOS requests investigated within four weeks	50%	60%	75%
Engineering and enforcement coordination meetings with Sheriff's Office Bureau conducted	100%	100%	100%
Safety Management System report updated by August 31	100%	100%	100%
Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	10,802,308	9,756,136	9,606,801
SUPPLIES AND SERVICES	14,694,780	16,234,781	14,748,986
CAPITAL OUTLAY	193,423	0	102,910
Total Program Expenditures	25,690,511	25,990,917	24,458,697
Program Funding by Source			
Revenues			
LICENSES & PERMITS	1,395	1,188	2,000
INTERGOVERNMENTAL	2,956,780	2,198,468	1,073,497
CHARGES FOR SERVICES	85,435	1,255	46,480
INTEREST	0	0	675
MISCELLANEOUS	147,718	110,425	71,900
Operating Revenue Sub-Total	3,191,328	2,311,336	1,194,552
Net Operating Transfers In/(Out)	2,880,000	2,822,400	2,780,064
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	19,619,183	20,857,181	20,484,081
Total Program Funding	25,690,511	25,990,917	24,458,697
Program Staffing (FTEs)	200.0	171.7	172.0

Program Summary

Department: TRANSPORTATION

Program: TRANSPORTATION INFRASTRUCTURE

Function

Plan, design, and construct transportation projects, including bicycle, pedestrian and transit facilities, in a cost-effective manner to provide for the safe and efficient transportation of people and goods.

Description of Services

Provide management, technical, and administrative support as well as coordination of services within the transportation systems division. Provide for the development of short and long range plans for the County roadway system in concert with other regional planning agencies; the programming of capital improvements on both a five-year and longer term time horizon; and allocating funding sources for projects including application for funds from regional and state sources. Provide right-of-way and roadway management functions and reporting required under various federal and state rules. Perform development review functions as the DOT interface for Development Services Department and other privately funded infrastructure components. Manage the planning and design of transportation projects including roadways, bridges, 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 on department and other capital improvement construction projects. Perform inspection and material testing on all utility and private construction work in the public right-of-way. Attend capital improvement cash flow meetings. Prepare annual capital improvement budget.

Program Goals and Objectives

- Deliver the CIP as scheduled and budgeted in the 5-year plan
 - . Complete at least 65% of the projects whose actual design completion dates are within 90 days of the adopted schedules
 - . Complete at least 75% of the projects whose actual construction completion dates are within 90 days of the adopted schedule
 - . Complete at least 85% of the survey requests by the proposed due date as agreed upon by both parties
 - . Resolve right-of-way encroachments successfully prior to legal action
- Ensure federal and regional transportation funds are equitably allocated to projects in Pima County
- Manage, in a cost effective manner, the planning, design, and construction of the CIP 5-year plan
 - . Manage at least 85% of the planned program expenditures to meet the fiscal year program adopted budget
 - . Manage at least 55% of the large projects (>\$3 million) whose actual expenditures meet at least 85% of the adopted budget
- Minimize the number of negative findings from certification acceptance inspections and other quality audits
 - . Achieve scores of 3 or greater for independent assurance samples
 - . Ensure certification acceptance inspections and other audits result in no negative findings
- Ensure that Transportation Infrastructure's operating and capital improvements budgets meet approved and planned work objectives by quarterly monitoring of revenues and expenditures to meet approved budget and service goals
- Ensure financial stability for capital improvements by providing regular financial forecasts, aggressively seeking alternative funding, and implementing project management strategies
- Provide leadership and direction to the Transportation Infrastructure Management Team to provide for annual work plans and long range plans to meet goals for finance, process improvement, innovation and learning, and customer service

Note: The Adopted Budget for fiscal year 2011/12 reflects a continued reduction in funding for Transportation's mandated operational services. In fiscal year 2004/05, total operational expenditures were \$44.8 million and funded 422.2 Full Time Equivalent (FTE) positions; the total operational expenditures in the Adopted Budget for fiscal year 2011/12 are \$36.8 million, or a 17.9% reduction from 7 years ago and funded 294.7 FTEs, or a 30.2% decrease. The continued year over year reductions have caused Transportation's Program Performance Measures for fiscal year 2011/12 to reflect this significant decrease in resources. These fiscal year 2011/12 planned measures do not suggest that Transportation will not continue to act on critical high priority services requiring immediate or short term response times and provide the expected quality results. It does not reflect any change in benchmark or industry standards being applied to the quality of work accomplished. It does however reflect the reality of diminished fiscal/human labor resources on Transportation's capacity to achieve quantity of work accomplished in prior years. Work quantities are expected to improve in the future if and when revenues increase.

Program Performance Measures	FY2009/2010 Actual	FY2010/2011 Estimated	FY2011/2012 Planned
Planned program expenditures meeting fiscal year program adopted budget	81%	85%	85%
Large projects (>\$3 million) whose actual expenditures meet at least 85% of adopted budget	55%	50%	55%
Projects whose actual design completion dates are within 90 days of adopted schedules	76%	60%	65%
Projects whose actual construction completion dates are within 90 days of adopted schedules	74%	75%	75%
Survey requests completed by proposed due date as agreed upon by both parties	88%	85%	85%
Independent assurance samples that achieve scores of 3 or greater	78%	90%	100%
Right-of-way encroachments successfully resolved prior to legal action	100%	100%	100%
Negative findings from certification acceptance inspections and other audits	0	0	0

Program Summary

Department: TRANSPORTATION

Program: TRANSPORTATION INFRASTRUCTURE

Program Expenditures by Object	FY2009/2010 Actual	FY2010/2011 Adopted	FY2011/2012 Adopted
PERSONAL SERVICES	1,645,414	2,437,915	2,585,115
SUPPLIES AND SERVICES	(709,828)	(894,134)	(724,620)
CAPITAL OUTLAY	504,955	0	133,500
Total Program Expenditures	1,440,541	1,543,781	1,993,995
Program Funding by Source			
Revenues			
LICENSES & PERMITS	360,698	169,996	792,000
INTERGOVERNMENTAL	317,601	57,805	0
CHARGES FOR SERVICES	69,796	67,906	64,581
MISCELLANEOUS	27	0	0
Operating Revenue Sub-Total	748,122	295,707	856,581
Net Operating Transfers In/(Out)	209,920	0	0
Other Funding Sources	0	0	0
Fund Balance Decrease/(Increase)	482,499	1,248,074	1,137,414
Total Program Funding	1,440,541	1,543,781	1,993,995
Program Staffing (FTEs)	98.0	95.5	96.5

PIMA COUNTY CAPITAL IMPROVEMENT PROGRAM SUMMARY

Introduction

Pima County's Fiscal Year 2011/12 Adopted Budget for its Capital Improvement Program (CIP) consists of fourteen categories: Facilities Management; Transportation; Sheriff for the Regional Public Safety Communications System; Regional Flood Control District; Open Space; Parks and Recreation; Finance; Community Development; Cultural Resources; Information Technology; Solid Waste Management; Fleet Services; Telecommunications; and Regional Wastewater Reclamation.

Distinct from the CIP, Pima County's Capital Projects Fund includes the approved projects for all categories except Telecommunications, Fleet Services, and Regional Wastewater Reclamation. Because Telecommunications and Fleet Services are Internal Service Funds and Regional Wastewater Reclamation is an Enterprise Fund, their projects are accounted for within their operating fund, and expenses are capitalized according to generally accepted accounting principles. Telecommunications, Fleet Services, and Regional 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 2011/12, summary data for projects that are part of the adopted Capital Projects Fund for fiscal year 2011/12, and projected operations and maintenance (O&M) data for fiscal year 2011/12 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.

Regional Wastewater Reclamation is the largest component of the CIP in terms of budget, although it is budgeted separately from the Capital Projects Fund. Listed in descending order are the other budget categories: 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; Transportation; the Sheriff Department's Regional Public Safety Communications System; Regional Flood Control District; Open Space – which is designated for open space acquisition; Parks and Recreation; Finance, Community Development; Cultural Resources – which provides for acquisition and rehabilitation of historic structures and mitigation of archaeological resources; Information Technology; Telecommunications; Fleet Services; and Solid Waste Management – which consists of environmental remediation projects and solid waste infrastructure management.

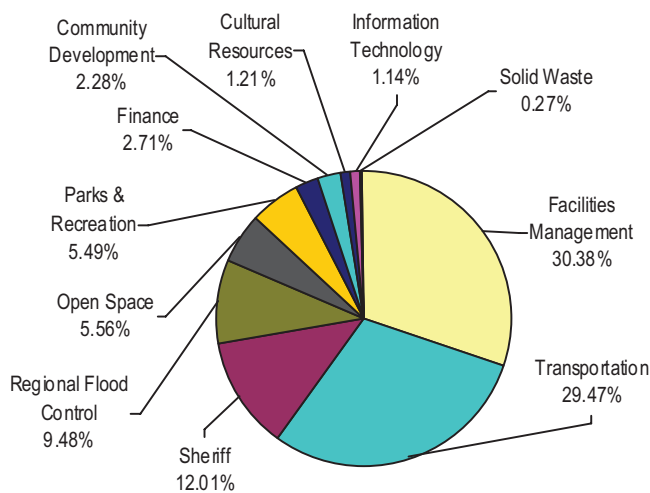
Pima County FY 2011/2012 Adopted Budget

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.

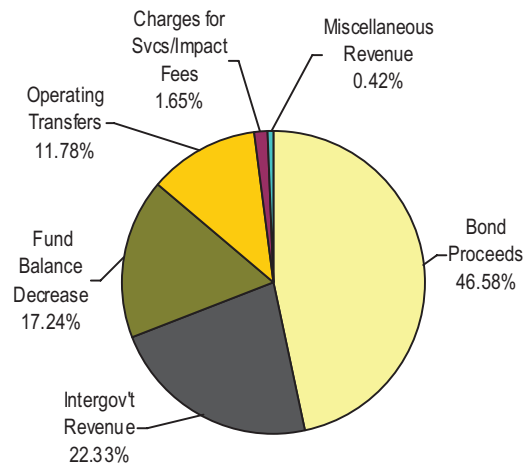
The following charts provide summary information for Pima County's fiscal year 2011/12 adopted expenditures, revenues, and other funding sources for all Capital Projects Fund projects.

Pima County FY 2011/12 Capital Projects Fund¹

Expenses by Category



Sources of Funding



Expenses by Category

Facilities Management	\$67,190,735
Transportation	65,170,961
Sheriff	26,561,383
Regional Flood Control	20,973,632
Open Space	12,290,824
Parks and Recreation	12,132,559
Finance	5,991,216
Community Development	5,048,550
Cultural Resources	2,674,225
Information Technology	2,528,696
Solid Waste	596,679
Total	\$221,159,460

Sources of Funding

Other Funding: Bond Proceeds	\$103,000,000
Intergovernmental Revenue	49,384,375
Other Funding: Fund Balance Decrease	38,133,541
Other Funding: Operating Transfers	26,048,639
Charges for Services/Impact Fees	3,655,905
Miscellaneous Revenue	937,000
Total	\$221,159,460

¹ Capital Projects Fund only; does not include enterprise and internal services projects. Refer to the *Summary of Active Capital Improvement Projects* for a complete list of all projects, including enterprise and internal services projects and related expenditures.

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, major Regional Wastewater Reclamation projects, 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 2011/12 operating budget may be found in the final section of this report.

Capital Projects by Category: Summary

Facilities Management

Facilities Management, which manages projects related to County facilities as well as capital improvements for the Sheriff Department, the Superior Court, Medical Services, and Community and Economic Development, has 19 active projects in fiscal year 2011/12 and a budget of \$67.2 million. The major projects include \$36.0 million for the Justice Court/Municipal Court Complex project, \$8.5 million for the 8th Floor Superior Courts Additional Courtrooms project, and \$6.7 million for the Southern Arizona Indoor Sports center at Curtis Park project.

Transportation

The fiscal year 2011/12 CIP associated with Transportation consists of 59 projects with total expenditures of \$65.2 million. Major projects include \$8.5 million for the Magee Road/Cortaro Farms Road: Mona Lisa to La Canada project; \$6.5 million for the La Cholla Boulevard: Magee Road to Overton Road project; \$5.5 million for the Magee Road/Cortaro Farms Road project: Corridor Study & Thornydale Road to Mona Lisa project; \$5.0 million for the Pavement Preservation Program; \$4.3 million for the Valencia Road: Alvernon Road to Wilmot Road project; and \$4.0 million for the La Canada Drive: Ina Road to River Road project.

Sheriff's Department Regional Public Safety Communications System

The fiscal year 2011/12 CIP budget for the Communications Emergency Operations Center is \$17.1 million, the Regional Public Safety Communications System is \$7.9 million, and the Thomas Price Service Center Communications Center Expansion is \$1.6 million.

Regional Flood Control District

The Regional Flood Control District has 22 active CIP projects in fiscal year 2011/12, with a total budget of \$21.0 million. Major projects include \$5.0 million for the Urban Drainage project, \$3.5 million for the Pantano Wash: Speedway to Tanque Verde project, \$3.0 million for the Floodprone Land Acquisition Program, and \$2.5 million for the Santa Cruz River: Grant Road to Camino del Cerro River Park project. Expenditures excluded in the Capital Projects Fund budget are \$3.8 million of expenditures programmed by the U.S. Army Corps of Engineers (USACOE) on four projects for which the Regional Flood Control District included its cost sharing responsibilities of \$1.8 million. The major USACOE expenditure will be \$0.9 million for the Santa Cruz River: Paseo de Las Iglesias Restoration project.

Open Space

In fiscal year 2011/12, \$12.3 million is designated for open space acquisitions. The major project is \$8.0 million for the Painted Hills Property Acquisition project.

Parks and Recreation

There are 14 CIP projects with total budget of \$12.1 million. Major projects include \$3.9 million for the Southeast Community Park and \$2.4 million for the Northside Community Center project.

Finance

An Enterprise Resource Management System known as PimaCore is budgeted at \$6.0 million in fiscal year 2011/12.

Community Development (formerly Neighborhood/Housing Reinvestment)

There are 17 CIP projects, with total expenditures of \$5.0 million, scheduled for activity in fiscal year 2011/12. The major project is \$1.0 million for the Esperanza En Escalante Veterans Housing project.

Cultural Resources

There are 12 CIP projects, with total expenditures of \$2.7 million, scheduled for activity in fiscal year 2011/12. Cultural Resources is a program that stresses equally the acquisition and rehabilitation of historic structures and provides for mitigation of archaeological resources. The major projects are \$625,290 for the Canoa Ranch Buildings Rehabilitation project and \$500,000 for the Fort Lowell – Atkins Steel Acquisition project.

Information Technology

The fiscal year 2011/12 CIP budget is \$2.5 million for nine projects. The major project is \$600,000 for Public Works Permitting/Licensing Application.

Solid Waste Management

The fiscal year 2011/12 CIP budget is \$596,679 including \$575,666 for the Environmental Remediation/El Camino Del Cerro Landfill project.

Fleet Services

The fiscal year 2011/12 CIP budget is \$1.6 million including \$1.5 million for the new Services Facilities project.

Telecommunications (formerly Communications)

The fiscal year 2011/12 CIP budget is \$2.1 million for four projects. The major project is \$1.5 million for Phone System Replacement of the Switch located at the Old Courthouse project.

Regional Wastewater Reclamation

The fiscal year 2011/12 adopted CIP budget for Regional Wastewater Reclamation consists of 53 projects with total expenditures of \$238.6 million and include projects associated with the Regional Optimization Master Plan (ROMP). Major projects for fiscal year 2011/12 include \$78.6 million for the ROMP 32 MGD Reclamation Campus project, \$40.5 million for the ROMP Ina Road WPCF: HPO Replacement project, \$30.3 million for the ROMP Ina Road WPCF: 12.5 MGD Expansion project, and \$21.1 million for the Ina Road WPCF: Biosolids Facilities Improvements project. These four projects account for \$170.5 million, or 71.0%, of the \$238.6 million in total expenditures.

Complete FY 2011/12 Capital Project List

For a comprehensive list of the active and new projects comprising Pima County's fiscal year 2011/12 CIP budget refer to the *Summary of Active Capital Improvement Projects*.

**Impact of Completed Capital Projects on
Operations and Maintenance and Revenue: Fiscal Year 2011/12**

During the budget cycle for fiscal year 2011/12, data concerning projected O&M expenditures was collected from departments. For Internal Service, Enterprise, and Special Revenue funds, the departments added the incremental O&M expenditure and revenue amounts to their base budget requests. For General Fund departments, O&M for completed capital projects and associated revenues were included in the form of supplemental requests or by adjustments to their existing departmental base budgets. The following two pages present the projected Operations and Maintenance (O&M) expenditures and revenues by project.

Pima County FY 2011/2012 Adopted Budget

**IMPACT OF COMPLETED CAPITAL PROJECTS ON OPERATIONS AND MAINTENANCE AND REVENUE
FISCAL YEAR 2011/2012 - 2015/2016**

Project Name	FY 2010/11 Adopted	Incr / (Decr) for FY 11/12	Incr / (Decr) for FY 12/13	Incr / (Decr) for FY 13/14	Incr / (Decr) for FY 14/15	Incr / (Decr) for FY 15/16
O&M Expenditures						
<u>Facilities Management</u>						
Justice Court/Municipal Court Complex			467,269	257,055	372,478	
Southern Arizona Indoor Sports Center at Curtis Park			245,967	49,193		
<u>Facilities Management Total</u>			713,236	306,248	372,478	
<u>Transportation</u>						
Cortaro Farms Road: Camino de Oeste to Thornydale			500			
I-19 Frontage Road: Continental Road to Canoa Road		8,900				
Kinney Road: Ajo Way to Bopp Road			900			
La Canada Drive: Ina Road to Calle Concordia			2,500			
La Canada Drive: Ina Road to River Road			2,600			
Sunrise Drive: Craycroft Road to Kolb Road		2,000				
Tanque Verde Road: Catalina Highway to Houghton Road			1,300			
<u>Transportation Total</u>		10,900	7,800			
<u>Sheriff Department</u>						
Communications Emergency Operations Center	249,211		34,420	615,358	103,273	
Regional Public Safety Communications System	666,198	61,370	195,839	380,793	393,043	
<u>Sheriff Department Total</u>	915,409	61,370	230,259	996,151	496,316	
<u>Regional Flood Control</u>						
Arroyo Chico Detention Basin (USACOE)			16,000	108,643	(10,647)	400
Cañada del Oro River Park: Thornydale to Magee		7,100	424,270	24,324	27,324	305
Floodprone Land Acquisition Program		14,000	300	300	300	300
Pantano Wash: Kolb Executive Park Bank Protection			1,500	40	80	120
Pantano Wash: Mullins Landfill Bank Protection			1,500	40	80	120
Pantano Wash: Pantano Townhomes Bank Protection			1,500	40	80	120
Pantano Wash: Speedway to Tanque Verde			1,500	40	80	1,620
Santa Cruz River Continental Ranch Remediation						5,000
Santa Cruz River Flood Control, Erosion Control and Linear Park: Ajo to 29th Street						116,715
Santa Cruz River: Grant Road to Camino del Cerro River Park		103,906	(20,780)	150	150	60,150
Santa Cruz River: Paseo de Las Iglesias Restoration (USACOE Study)						
<u>Regional Flood Control Total</u>		125,006	425,790	133,577	17,447	184,850
<u>Parks and Recreation</u>						
Catalina Community Park					195,300	(75,000)
Lawrence Park Ball Field and Lighting		70,549	(11,217)			
Lincoln Park Softball Field Improvements		59,432				
Rillito River Park: Mountain to Campbell (South Bank)		10,314	10,314			
Southeast Regional Park/Shooting Range		186,503	34,501			
<u>Parks and Recreation Total</u>		326,798	33,598		195,300	(75,000)
<u>Finance and Risk Management</u>						
PimaCore Resource Management System		292,807	409,930			
<u>Finance and Risk Management Total</u>		292,807	409,930			
<u>Information Technology</u>						
Pima Government Website		25,000	(10,000)			3,000
Public Works Permitting/Licensing Application	58,146	25,000				
<u>Information Technology Total</u>	58,146	50,000	(10,000)			3,000
<u>Solid Waste</u>						
Environmental Remediation/El Camino Del Cerro Landfill	2,000			33,000		
Tangerine Closure	2,004,679					
<u>Solid Waste Total</u>	2,006,679			33,000		
<u>Telecommunications</u>						
Disaster Recovery at Country Club			25,000		25,000	
Enterprise Network Security Upgrade			20,000			
Phone System Replacement of the Switch located at the Old Courthouse			75,000			
<u>Telecommunications Total</u>			120,000		25,000	

Pima County FY 2011/2012 Adopted Budget

**IMPACT OF COMPLETED CAPITAL PROJECTS ON OPERATIONS AND MAINTENANCE AND REVENUE
FISCAL YEAR 2011/2012 - 2015/2016**

Project Name	FY 2010/11 Adopted	Incr / (Decr) for FY 11/12	Incr / (Decr) for FY 12/13	Incr / (Decr) for FY 13/14	Incr / (Decr) for FY 14/15	Incr / (Decr) for FY 15/16
<u>Regional Wastewater Reclamation</u>						
Conveyance SCADA System Upgrade Richey Road to Ina Road				(90,000)		
Corona de Tucson WRF Second Fine Screen			1,375			
DMAFB Flow Meter Station			25,741			
Green Valley WRF Security Improvements				10,000		
Green Valley WWTF - Sludge Digestion Facility Cover			10,500	500		
Harrison Road: Millmar Road to Escalante Road			250			
Ina Road WPCF Biosolids Facilities Improvements				500,000		
Marana WWTP Expansion				1,500		
PCRWRD Central Laboratory Complex		220,204	132,055			
Region Wide Conveyance Odor Control	402,189	96,783				
Region Wide Conveyance Odor Control System		269,739				
ROMP 32 MGD Reclamation Campus						5,500,000
ROMP Ina Road WPCF 12.5 MGD Expansion					1,800,000	
ROMP Ina Road WPCF HPO Replacement					1,400,000	
ROMP Ina Road WPCF Power Generation & Distribution		20,000			1,520,000	
ROMP SCADA			40,000	5,000		15,000
Sabino Creek Pump Station		99,936				
<u>Regional Wastewater Reclamation Total</u>	402,189	706,662	209,921	427,000	4,720,000	5,515,000
Total O&M Expenditures	3,382,423	1,573,543	2,140,534	1,895,976	5,826,541	5,627,850
O&M Revenue						
<u>Facilities Management</u>						
Justice Court/Municipal Court Complex				1,314,325	1,840,055	
<u>Facilities Management Total</u>				1,314,325	1,840,055	
<u>Sheriff Department</u>						
Communications Emergency Operations Center			35,091	386,004		
Regional Public Safety Communications System		12,000	12,000			
<u>Sheriff Department Total</u>		12,000	47,091	386,004		
<u>Parks and Recreation</u>						
Southeast Regional Park/Shooting Range		45,000	15,000			
<u>Parks and Recreation Total</u>		45,000	15,000			
<u>Solid Waste</u>						
Tangerine Closure	1,792,279					
Waste Tire Collection Site Relocation						
<u>Solid Waste Total</u>	1,792,279					
Total O&M Revenue	1,792,279	57,000	62,091	1,700,329	1,840,055	0

Pima County FY2011/2012 Adopted Budget

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND

Project Name	Prior Years Expenditures	FY 2011/12 Adopted	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond	Total
Facilities Management								
8th Floor Superior Courts Additional Courtrooms	3,500,000	8,500,000						12,000,000
Abrams 1st to 2nd Floor Relocation	293,000	1,457,000						1,750,000
ADA Facility Accessibility Projects	78,516	33,750	52,774	61,408				226,448
Administration 4th Floor Tenant Improvements		2,365,000						2,365,000
Amado - UCHC Health Clinic	132,000	12,000						144,000
Arizona Sonora Desert Museum - Gray Water	100,938	99,062						200,000
Arthur Pack and Winston Reynolds Manzanita Park Lighting Baseball Fields	330,000	1,445,000						1,775,000
Downtown Complex	1,046,374	275,000						1,321,374
Facilities Building Improvements		1,500,000						1,500,000
Install Gas-to-Electric Turbines at the Adult Detention Complex	50,000	711,688						761,688
Justice Court/Municipal Court Complex	30,954,833	36,030,000	11,845,997	30,000,000	20,000,000			128,830,830
Psychiatric Hospital (2004 & 2006 Authority)	41,011,793	2,480,530						43,492,323
Psychiatric Urgent Care Center	14,949,421	800,580					500,000	16,250,001
Rehabilitation of Old Courthouse	4,709		500,291	3,995,000				4,500,000
Replace Administration & Building M Roofs	5,000	295,000						300,000
Replace Motors in the Downtown Governmental Complex	336,670	243,330	20,000					600,000
Retrofit the Downtown Central Plant Chilled Water System	570,000	950,000						1,520,000
Southern Arizona Indoor Sports Center at Curtis Park		25,000	2,270,000					8,950,000
Theresa Lee Health Clinic	460,248	737,795	669,640					1,867,683
UPH Abrams Clinics	900,000	2,600,000						3,500,000
Wilnot Branch Library	5,043,155			1,956,845				7,000,000
Facilities Management Total	99,791,657	67,190,735	15,358,702	36,013,253	20,000,000	0	500,000	238,854,347
Transportation								
ADA Pedestrian Improvements	388,929	50,000	50,000	36,070				524,999
Agua Caliente Safe Routes to School	507,184	242,000	78,543					827,727
Alvernon Bike Lanes: Golf Links to Ajo	322	23,500	250,000					273,822
Alvernon Way/Valencia Intersection Improvements	528,947	2,465,789	15,000					3,009,736
ARRA Intersection Control & Crosswalk Renewal	600,000	789,000						1,389,000
Aviation Parkway: Richey to Technical Dr.	100,000	250,000						350,000
Barraza/Aviation Parkway: Palo Verde Road to I-10						19,600,000		19,600,000
Bear Canyon Bike Lanes: Snyder to Indian Bend	711,262	75,000						786,262
Broadway Boulevard: Euclid Avenue to Country Club	1,347,247							
Camino de Manana: Tangerine to Linda Vista	1,777,778	222,222						2,000,000
Camino De Oeste: Los Reales to Valencia Road	150,152	500,000	1,933,036	431,964				3,015,152
Centennial Elementary School: Safe Routes	28,000	150,000	500,000					678,000
Colossal Cave Bike Lanes		250,000	297,000					547,000
Colossal Cave Road: Acacia School to Old Vail Road	1,487,938					4,615,000		6,102,938
Colossal Cave Road: Success Drive & Ruthrauff Culvert	70,000	385,000						455,000
Continental Elementary & Middle School Safe Routes	1,088,542		151,537					1,240,079
Cortaro Farms Road: Camino de Oeste to Thornydale	956,948							16,029,702
Country Club Road Bike Lane: Irvington to Valencia	208		16,000					16,208
Drexel Road: Tucson Boulevard to Alvernon Way	42,580							19,999,999
First Avenue: Orange Grove Road to Ina Road						7,256,000		7,256,000
Flowing Wells Sidewalks: River to Roger	355,850	311,384						667,234
General Hitchcock Highway Infrastructure Repairs	20,000	500,000	1,500,000	812,000				2,832,000
Golden Ranch Road Bridge at CDO Wash	100,000	580,000						680,000
Harrison Road Bike Lanes		102,218	110,221	232,000	353,561			798,000
Hohokam Middle School Bike Lane, Pathways, and Landscape	654,981		100,215					755,196
Homer Davis Elementary Bicycle & Pedestrian Enhancement	446,717	300,000	930,000	31,249				1,707,966
Houghton Road: Interstate 10 to Tanque Verde Road	133,864	3,800,000	3,750,000				25,046,136	32,730,000

Pima County FY2011/2012 Adopted Budget

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND

Project Name	Prior Years Expenditures	FY 2011/12 Adopted	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond	Total
I-19 Frontage Road: Continental Road to Canoa Road	23,248,150	100,000	370,849					23,718,999
Ina Road at Orade Road Intersection	2,548,682	1,500,000						4,048,682
Intelligent Transportation Systems (Signals Coordination & Cabinet Upgrade)	1,119,422	1,000						1,120,422
Irvington at Mission	95,043	100,000						195,043
Kinney Road: Ajo Way to Bopp Road	3,367,712						17,015,629	20,383,341
Kino Parkway Overpass at 22nd Street	791,833	10,000					9,198,167	10,000,000
Kolb Road: Sabino Canyon Road to Sunrise Drive	2,872,054						10,970,947	13,843,001
La Canada Drive: Ina Road to Calle Concordia	22,049,995	3,472,478	2,571,697					28,094,170
La Canada Drive: Ina Road to River Road	8,414,204	4,000,000	9,000,000					38,054,565
La Cholla Boulevard: Magee Road to Overton Road	4,525,632	6,533,737	9,250,229	6,000,000	4,927,714	5,712,647		28,700,000
La Cholla Boulevard: River Road to Ruthrauff Road	17,681,621	710,376	899,002	6,689,733	1,400,669	300,000		19,290,999
Laguna Elementary School Sidewalks/Landscaping	546,995	468,713	106,047					1,121,755
Madera Canyon at Florida Canyon Wash	389,780						1,000,000	1,389,780
Madera Canyon Rd at Medium Wash	399,422						1,000,000	1,399,422
Magee Road/Cortaro Farms Road: Corridor Study & Thornydale Road to Mona Lisa	5,494,639	5,520,745	10,099,000	6,304,000	2,700,000			30,118,384
Magee Road/Cortaro Farms Road: Mona Lisa to La Canada	4,592,597	8,482,000	10,729,110	2,049,415				25,853,122
Magee Road: La Cañada Drive to Orade Road	1,412,598	1,266,144	8,695,000	5,715,229	2,359,430			19,448,401
Mainsail Boulevard/Twin Lakes Drive: Twenty-Seven Wash	246,886						7,152,280	7,399,166
Manzanita Elementary Safe Routes to School Design Project	35,000	55,000						90,000
Marsh Station Bridge South Abutment Repair	225,000	25,000						250,000
Miscellaneous Bike Safety Improvement Projects	169,000	5,000	235,000					409,000
Mission Road Paved Shoulder	5,000	45,000						50,000
Mt. Shadow/Ventana Signal	75,000	375,000						450,000
Neighborhood Transportation Improvements	675,690	73,000	73,000	73,000	32,294		8,291,589	9,291,573
Old Tucson-Nogales Highway: Summit Neighborhood	146,584	300,000	1,971,204					2,417,788
Orange Grove Bike Lanes: Orade to Camino La Zorrila	463,710	11,000						474,710
Orange Grove Road at Geronimo Wash	116,189						1,782,924	1,899,113
Orange Grove Road: Camino de la Tierra to La Cholla Boulevard	272,000	3,700,000	1,160,000					5,132,000
Orange Grove Road: Corona Drive to Orade Road (Phase 1)	1,126,016							17,781,545
Orange Grove Road: Thornydale Road to Corona Drive (Phase 2)	2,897,960						16,655,529	15,143,273
Orange Grove Two-Way-Left-Turn-Lane & Bike Lanes: La Canada Road to Orade Road	25,000	355,000					12,245,313	380,000
Palo Verde/Lincoln: Hawk Signal & Crosswalk	25,000	125,000						150,000
Pavement Preservation Program		5,000,000						5,000,000
Picture Rock & Desert Winds Enhancements	1,135,770		109,605					1,245,375
Picture Rocks and Sandario Beacon	85,043	1,000						86,043
Railroad Overpass: Ruthrauff Road							62,000,000	62,000,000
Safe Routes to School Demonstration Project	39,000	60,000	50,000					149,000
Safety Improvements / 1997 Bond Funded	424,932	235,000	9,169					669,101
Safety Management Systems and Program Development	774,875	20,000	17,000					811,875
Silverbell Road at Blanco/Brawley Washes	417,481	4,250	4,250	4,250	4,250	4,250	2,075,264	2,513,995
South Tucson Pavement Chip Seal	400,000	400,000						800,000
Square Tube Breakaway Sign Posts	530,865	64,805	20,000					615,670
Sunrise Drive: Craycroft Road to Kolb Road	12,343,147	100,000	1,100,245					13,543,392
Sunset Road: Silverbell Road to I-10 to River Road	4,688							
Tanque Verde Road: Catalina Highway to Houghton Road	12,516,160	2,107,927	1,375,913				24,810,632	24,815,320
Thornydale: Cortaro Farms Road to Linda Vista Boulevard	953,413							16,000,000
Valencia Road Bike Lanes: Cardinal to Mission	268,482	110,000					19,446,581	20,399,994
Valencia Road Street Lighting, Sidewalk, and Widening	122,597	1,189,674	551,406					378,482
Valencia Road: Alvernon Road to Wilmot Road	2,570,298	4,336,000	4,870,000	13,500,000	2,000,000		2,000,000	1,863,677
Valencia Road: Benson to Littletown		150,000						41,276,298
Valencia Road: Mark Road to Wade Road								150,000
Valencia Road: Mountain Eagle Road to Ajo Highway	1,721,737	1,470,999	3,630,933	7,914,352	3,717,139	2,469,000	14,000,000	20,924,160
								14,000,000

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND**

Project Name	Prior Years Expenditures	FY 2011/12 Adopted	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond	Total
Valencia Road: Wade Road to Mountain Eagle Road								
Valencia Road: Wilmot Road to Kolb Road	652,574	1,690,000	9,520,000	1,750,000		500,000	15,500,000	16,000,000
Video Detection @ Traffic Signals	297,845	1,000	1,000	1,000				13,612,574
Transportation Total	152,810,770	65,170,961	86,101,211	51,544,262	27,535,763	11,018,191	340,344,917	734,526,075
Sheriff Department								
Communications Emergency Operations Center	8,621,875	17,058,020	7,984,411	2,712,220				36,376,526
Regional Public Safety Communications System	18,320,206	7,876,569	10,176,115	26,374,367				62,747,257
Thomas Price Service Center Communications Center Expansion	260,541	1,626,794	2,555,501					4,442,836
Sheriff Department Total	27,202,622	26,561,383	20,716,027	29,086,587	0	0	0	103,566,619
Regional Flood Control								
Arroyo Chico Detention Basin (USACOE)	11,620,885	802,000	1,010,000					13,432,885
Cañada del Oro River Park: Thornydale to Magee	2,977,233	506,400						3,483,633
City of South Tucson Urban Drainage	1,504,897	214,102						1,718,999
Diablo Village Regional Detention Basins	1,452,657							6,602,657
El Corazon de los Tres Rios Del Norte	25,000	200,000	50,000	50,000	25,000	5,150,000		2,650,000
El Rio Medio (USACOE Study)	910,953	25,000	25,000	50,000		2,300,000		1,010,953
Floodprone and Riparian Land Acquisition	3,200,780	1,187,000						4,387,780
Floodprone Land Acquisition Program	17,799,273	3,000,000	2,000,000	1,000,000	1,000,000			25,799,273
Pantano Wash Watershed Study	533,576	100,000	100,000					733,576
Pantano Wash: Kolb Executive Park Bank Protection	753,551	1,000						754,551
Pantano Wash: Mullins Landfill Bank Protection	587,218	1,000						588,218
Pantano Wash: Pantano Townhomes Bank Protection	785,609	1,000						786,609
Pantano Wash: Speedway to Tanque Verde	2,916,594	3,508,700						6,425,294
Pascua Yaqui Tribe Black Wash Urban Drainage Flood Control Improvements	526,775	473,011						999,786
Roger Road and I-10 Drainage Improvement		500,000	1,441,000	2,956,000				4,897,000
Santa Cruz River Continental Ranch Remediation	680,090	250,000	250,000	250,000	250,000			1,930,090
Santa Cruz River Flood Control, Erosion Control and Linear Park: Ajo to 29th Street	32,190	746,025	6,610,000	6,225,000	391,975			14,005,190
Santa Cruz River Watershed Study	550,823	100,000	100,000					750,823
Santa Cruz River: Grant Road to Camino del Cerro River Park	2,318,058	2,500,000						4,818,058
Santa Cruz River: Paseo de Las Iglesias Restoration (USACOE Study)	3,940,534	914,884						4,855,418
Tanque Verde Creek: Sabino Canyon to Craycroft (USACOE)	549,295		350,000	1,000,000	25,000			1,924,295
Tohono O'Odham Nation Urban Drainage	606,489	893,510						1,499,999
Tres Rios del Norte (USACOE Study)	1,478,727	50,000	100,000	130,000				1,758,727
Urban Drainage	2,031,335	5,000,000	4,000,000	3,000,000	3,000,000			20,031,335
Regional Flood Control Total	57,782,542	20,973,632	16,036,000	14,661,000	4,691,975	11,700,000	0	125,845,149
Open Space								
Kino at 36th: Little America Refining Property Acquisition	57,650	942,350						1,000,000
Open Space Preservation		244,314						244,314
Painted Hills Property Acquisition	14,860	7,999,660						8,014,520
Sweetwater Canyon Property Acquisition		1,605,000						1,605,000
Town of Oro Valley: Kelly Ranch	5,802		1,547,968					1,553,770
Town of Sahuarita Priorities		1,499,500						1,499,500
Open Space Total	78,312	12,290,824	1,547,968	0	0	0	0	13,917,104
Parks and Recreation								
Arroyo Chico	366,000	157,910	476,090					1,000,000
Atturbury Wash Sanctuary	681,746	183,951						865,697
Bicycle Lane on Sahuarita Road	387,338	1,112,661						1,499,999
Catalina Community Park	378,420		616,000					994,420

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SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND

Project Name	Prior Years Expenditures	FY 2011/12 Adopted	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond	Total
Houghton Greenway	53,405	1,346,595						1,400,000
Julian Wash Linear Park	2,496,102	303,587						2,799,689
Lawrence Park Ball Field and Lighting		300,000						300,000
Lincoln Park Softball Field Improvements	2,926,167	793,833						3,720,000
Northside Community Center	410,521	2,381,516	1,707,500	1,000,462				5,499,999
Rillito River Park: Mountain to Campbell (South Bank)	283,970	23,466						307,436
Santa Cruz River Community Park-Menlo Park	551,064	298,937						850,001
Santa Cruz River Park: Irvington to Valencia	57,495	10,000	9,807	1,056,518				1,133,820
Southeast Community Park	346,792	3,928,096	1,725,111					5,999,999
Southeast Regional Park/Shooting Range	2,167,225	900,000						3,067,225
Tortolita Trail System	732,795	392,007						1,124,802
Parks and Recreation Total	11,839,040	12,132,559	4,534,508	2,056,980	0	0	0	30,563,087
Finance and Risk Management								
PimaCore Resource Management System	17,544,997	5,991,216	963,787					24,500,000
Finance and Risk Management Total	17,544,997	5,991,216	963,787	0	0	0	0	24,500,000
Community Development								
29th Street Coalition Freedom Park		225,000	275,000					500,000
5 Points Business Coalition		40,000						496,880
Avondale Neighborhood Project	195,600	100,000		456,880				295,600
Barrio Centro	263,690	200,000						463,690
Barrio Kroeger Lane	124,983	87,017						212,000
El Banco Remodel	450,000	150,000						600,000
Elvira Neighborhood	348,140	100,000						448,140
Esperanza En Escalante Veterans Housing Project	178,000	1,000,000		694,411				1,178,000
1997 Neighborhood and Housing Reinvestment	161,146							865,557
Honea Heights Redevelopment Project		600,000						600,000
Housing Reinvestment 2004 Authorization		886,654						886,654
Iowa Project	77,016	89,524						166,540
Lessons From Civano Project	139,880	9,457	9,456					158,793
Menlo Park Neighborhood	398,975	100,000						498,975
NSP Acquisition Program		147,898						147,898
South Tucson Youth Mission View & Ochoa		425,000						425,000
Toumey Park		488,000						488,000
Wakefield Neighborhood Project		400,000	100,000					500,000
Community Development Total	2,337,430	5,048,550	384,456	1,151,291	0	0	0	8,921,727
Cultural Resources								
Ajo Curley School Historic Art Institute	333,566	131,434						465,000
Anza National Historic Trail	103,190	11,659						114,849
Anza Trail - Llano Grande Campsite	64,609	441,835	200,000					706,444
Anza Trail - Los Morteros Campsite	652,291	50,000	165,000	226,268				1,093,559
Anza Trail - Oit Pars Campsite	7,196	50,000	240,000	209,804				507,000
Canoa Ranch Buildings Rehabilitation	774,981	625,290						1,400,271
Canoa Ranch General: Repairs, etc.	316,189	30,000						346,189
Dakota Wash Site Acquisition	525,000	75,000						600,000
Fort Lowell - Atkins Steel Acquisition	1,711,209	500,000	314,811					2,526,020
Honey Bee Village Site Acquisition	1,480,000	170,000						1,650,000
The Ajo Train Depot Historic Rehabilitation Project	160,993	489,007						650,000
Tumamoc Hill Acquisition	1,237,074	100,000						1,337,074
Cultural Resources Total	7,366,298	2,674,225	919,811	436,072	0	0	0	11,396,406

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND**

Project Name	Prior Years Expenditures	FY 2011/12 Adopted	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond	Total
<u>Information Technology</u>								
Capital Project Management Environment		195,000	145,000					340,000
Data Center Storage Upgrade		550,000						550,000
Defense Case Tracking	811,621	315,696	42,990	42,990	42,990			1,256,287
Footprints ITIL Implementation		100,000						100,000
Infrastructure and Application Monitoring		180,000						180,000
Pima Government Website	300,000	320,000	115,000					735,000
Pima Health Information Management System		168,000						168,000
Public Fiduciary Application System		100,000	50,000					150,000
Public Works Permitting/Licensing Application		600,000	600,000					1,200,000
<u>Information Technology Total</u>	1,111,621	2,528,696	952,990	42,990	42,990	0	0	4,679,287
<u>Solid Waste</u>								
El Camino del Cerro LOU Project	11,188	1,013						12,201
Environmental Remediation/El Camino Del Cerro Landfill Tangerine Closure	3,475,807	575,666		1,697,730			9,760,753	5,749,203
Waste Tire Collection Site Relocation	679,656	20,000	800,344					9,760,753
<u>Solid Waste Total</u>	4,166,651	596,679	800,344	0	1,697,730	0	9,760,753	17,022,157
<u>Fleet Services</u>								
New Services Facilities	400,000	1,512,875	8,487,125					10,400,000
Richey Road Fuel Station	365,000	135,000						500,000
<u>Fleet Services Total</u>	765,000	1,647,875	8,487,125	0	0	0	0	10,900,000
<u>Telecommunications</u>								
Analog Line Replacement for VoIP Project		119,000	62,500	62,500	62,500	62,500		369,000
Catalyst 4500 Sup Upgrade and COT Connection		105,000	105,000					210,000
Disaster Recovery at Country Club	250,000		250,000					500,000
Enterprise Network Security Upgrade		370,000						370,000
Phone System Replacement of the Switch located at the Old Courthouse	150,000	1,484,000						1,634,000
<u>Telecommunications Total</u>	400,000	2,078,000	417,500	62,500	62,500	62,500	0	3,083,000
<u>Regional Wastewater Reclamation</u>								
22nd Street: I-10 to Tucson Boulevard, Sewer Utility		373,000	392,000	412,000				1,177,000
Broadway: Euclid to Campbell, Sewer Utility			115,000					115,000
Continental Ranch Regional Pump Station	234,000	5,000						239,000
Conveyance SCADA System Upgrade Richey Road to Ina Road		569,000	2,025,000	664,000				3,258,000
Corona de Tucson WRF Second Fine Screen		156,000						156,000
Corona de Tucson WRF Security Improvements		1,066,000						1,066,000
Corona de Tucson WWTF UV Disinfection & Filtration			2,000,000	2,000,000				4,000,000
CRPS Facility Modifications		2,231,500	644,000					2,875,500
DMAFB Flow Meter Station	100,000	268,000						368,000
Forty Niner Country Club Rehabilitation	175,000	1,950,000						2,125,000
Grant Road Corridor Improvement: Sewer Utility		220,000	231,000	243,000				694,000
Green Valley WRF Replace Washer/Compactor	275,000	10,000						285,000
Green Valley WRF Security Improvements		984,800	10,000					994,800
Green Valley WWTF - Sludge Digestion Facility Cover		500,000						500,000
Harrison Road: Millmar Road to Escalante Road		712,950						712,950
Ina Rd WRF - Grit Classifiers	90,000	215,000	300,000					605,000
Ina Road Aeration Optimization	463,000	682,000						1,145,000
Ina Road WPCF Biosolids Facilities Improvements	24,943,000	21,104,800	19,507,800	1,837,884				67,393,484

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FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND

Project Name	Prior Years Expenditures	FY 2011/12 Adopted	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond	Total
Ina Road WPCF Class A Biosolids Improvements	500,000	5,171,900	11,620,600	9,945,000	4,972,500			32,210,000
Ina Road WPCF SCADA Process Optimization	258,697	350,000	183,273					791,970
Ina Road WPCF Upgrade of Blower Heat Exchanger							2,000,000	2,000,000
Ina Road WRF East Plant	965,000	10,000						975,000
Ina Road WRF Primary Clarifier Concrete Repair		1,225,000	1,715,000					2,940,000
Ina Road WRF Replacement of Thickened Sludge Pumps		525,000	440,000	10,000				975,000
Ina Road WRF Rough Screens	25,000	60,000	354,500					439,500
Ina Road WRF to Ina Road, Sewer Utility	250,000	100,000						350,000
La Cholla: Magee Road to Tangerine Road, Sewer Utility		100,000						100,000
Magee/Cortaro Farms Road: Thornydale to La Canada,		100,000						125,000
Marana WWTP Expansion	16,353,142	200,000	25,000		22,010,882			38,564,024
North Rillito Interceptor Relief Sewer	80,228	2,182,582	10,000					2,272,810
PCRWRD Central Laboratory Complex	11,726,921	4,433,079						16,160,000
PCRWRD Central Laboratory Complex Site Civil	3,949,410	5,835,266	1,425,324					11,210,000
Prince Road & I-10 ADOT Sewer Modifications	427,409	2,601,474						3,028,883
Quail Creek Lift Station	50,000	700,000						750,000
Region Wide Conveyance Odor Control	1,027,030	50,000						1,077,030
Region Wide Conveyance Odor Control System	314,446	15,000						329,446
Roger Road WWTP Demolition	69,716	62,897	1,075,000	1,230,000	1,110,149		37,559,906	41,107,668
ROMP 32 MGD Reclamation Campus	15,838,175	78,611,916	83,252,828	19,459,413	17,937,668			215,100,000
ROMP Ina Road WPCF 12.5 MGD Expansion	17,982,000	30,301,000	16,952,000	3,811,558				69,046,558
ROMP Ina Road WPCF BNRAS System Modification	4,781,001	959,800	4,282,800	672,902				10,696,503
ROMP Ina Road WPCF HPO Replacement	45,500,000	40,501,000	36,400,000	6,756,826				129,157,826
ROMP Ina Road WPCF Power Generation & Distribution	7,840,000	7,147,000	2,100,000	393,000				17,480,000
ROMP SCADA	4,243,989	4,325,000	4,134,901	756,110				13,460,000
RW Conveyance Vapor Treatment Unit Odor Control	459,217	250,000						709,217
Sabino Creek Pump Station	307,904	718,000						1,025,904
Santa Cruz Interceptor, Phase III	8,575,063	6,624,693						15,199,756
SCADA Cyber Security Upgrade		645,000	10,000					655,000
SCADA Master Plan Implementation Program		1,639,000	4,854,000	3,183,000	2,320,000	975,000		12,971,000
Security Master Plan Implementation Program		464,200	2,277,000	2,115,000				4,856,200
Sewer Manhole Rehabilitation	475,434	9,600						485,034
Sewer Utility Modification Program		4,138,750	4,917,000	5,782,250	3,000,000			17,838,000
Skyline: Country Club to Hacienda del Sol	210,800	10,200						221,000
System Wide Treatment Rehabilitation and Enhancement Program			2,135,000	3,996,000	500,000			6,631,000
System-Wide Conveyance Rehabilitation Program	200,000	1,590,978	3,356,000	4,000,000	1,988,250			11,135,228
System-Wide Sewer Conveyance Augmentation Program	19,772	4,504,468	9,990,000	10,000,000	12,000,000	4,500,000		41,014,240
Tanque Verde Interceptor: Craycroft to Tucson Country Club							11,242,813	11,242,813
WW Avra Valley WRF Security	205,504	750,496						956,000
WW Sewer Manhole Rehabilitation #2		675,000						675,000
Regional Wastewater Reclamation Total	168,915,858	238,636,349	216,735,026	77,267,943	43,828,567	27,485,882	50,802,719	823,672,344
Total Capital Improvement Projects	552,112,798	463,521,684	373,955,455	212,322,878	97,859,525	50,266,573	401,408,389	2,151,447,302
Less: Fleet Services		(1,647,875)						
Less: Telecommunications		(2,078,000)						
Less: Regional Wastewater Reclamation		(238,636,349)						
Total FY 2011/12 Adopted Capital Projects Fund		221,159,460						

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**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond	
Justice Court/Municipal Court Complex	30,954,833	36,030,000	11,845,997	30,000,000	20,000,000	0	0	128,830,830
Department								
Facilities Management								
		Increase/(Decrease) from Prior Year						
O&M Impact		FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16		
Personal Services			20,000	39,755	55,659			
Supplies & Services			438,269	226,300	316,819			
Capital			9,000	(9,000)				
Total O&M		0	467,269	257,055	372,478	0		
Revenue		0	0	1,314,325	1,840,055	0		
Net Fund Impact		0	(467,269)	1,057,270	1,467,577	0		
Additional FTEs		0.0	2.0	0.0	0.0	0.0		
Project Description								
Design, construct, and co-locate a new Pima County Justice Court and City of Tucson Municipal Court. The Pima County Justice Court building will provide for a minimum of 16 courtrooms, as well as office space for departments supporting the courts such as the Constables, the County Public Defender, and Legal Defender. The City of Tucson Municipal Court will provide for a minimum of 22 courtrooms, as well as office space for departments supporting the courts such as the City Prosecutor and City Public Defender.								
Project Justification								
Pima County Justice Courts are now located in three separate facilities downtown: the Old Courthouse, the Legal Services Building, and leased facilities. The existing facilities are too small for current and projected volumes of work. By co-locating the Justice Court and Municipal Court, Pima County and the City of Tucson can design, construct, and operate shared spaces, functions, and activities such as central plant, mechanical and electric spaces, a building entrance lobby, security screening stations, jury assembly space, and public restrooms.								
Project Name								
ROMP Ina Road WPCF 12.5 MGD Expansion	17,982,000	30,301,000	16,952,000	3,811,558	0	0	0	69,046,558
Department								
Regional Wastewater Reclamation								
		Increase/(Decrease) from Prior Year						
O&M Impact		FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16		
Personal Services					1,800,000			
Supplies & Services								
Capital								
Total O&M		0	0	0	1,800,000	0		
Revenue		0	0	0	0	0		
Net Fund Impact		0	0	0	(1,800,000)	0		
Additional FTEs		0.0	0.0	0.0	0.0	0.0		
Project Description								
Design and construct new facilities and modifications to add a 12.5 MGD wastewater treatment system at Ina Road WPCF for nutrient removal. The wastewater treatment system will accommodate a future biological phosphorus removal system based on the Bardenpho process. Preliminary and primary treatment facilities will be expanded to accommodate the additional 12.5 MGD capacity. The project will also include effluent disinfection using an enhanced chlorination process.								
Project Justification								
The wastewater treatment system will accommodate a future biological phosphorus removal system based on the Bardenpho process which will remove nitrogen and phosphorus biologically through five stages of anoxic, anaerobic, and aerobic zones. The project will also include effluent disinfection using an enhanced chlorination process.								

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND**

Project Name	Capital Expenditures:						Total
	Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	
Ina Road WPCF Improvements	24,943,000	21,104,800	19,507,800	1,837,884	0	0	67,393,484
Department							
Regional Wastewater Reclamation	Increase/(Decrease) from Prior Year						
	O&M Impact	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	
Personal Services							
Supplies & Services				500,000			
Capital							
Total O&M		0	0	500,000	0	0	
Revenue		0	0	0	0	0	
Net Fund Impact		0	0	(500,000)	0	0	
Additional FTEs		0.0	0.0	0.0	0.0	0.0	
Project Description							
Design and construct new facilities and modifications to increase the biosolids processing capacity of the Ina facility for the immediate future during the overall facility expansion. Design and construct the complete biosolids handling facilities including thickening, digestion, and dewatering for the Ina Road WPCF to process all biosolids from Ina Road WPCF and the new Water Reclamation Campus. The new facilities will be designed to accommodate an upgrade to Class A biosolids production in the future.							
Project Justification							
The new facilities and modifications will increase the biosolids processing capacity of the Ina facility for the immediate future during the overall facility expansion.							
Project Name							
Capital Expenditures:						Total	
Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16		
18,320,206	7,876,569	10,176,115	26,374,367	0	0	0	62,747,257
Department							
Sheriff Department	Increase/(Decrease) from Prior Year						
	O&M Impact	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	
Personal Services							
Supplies & Services		61,370	195,839	141,957	154,207		
Capital				238,836	238,836		
Total O&M		61,370	195,839	380,793	393,043	0	
Revenue		12,000	12,000		0	0	
Net Fund Impact		(49,370)	(183,839)	(380,793)	(393,043)	0	
Additional FTEs		0.0	0.0	0.0	0.0	0.0	
Project Description							
Design, procurement, and deployment of a regional public safety voice and data communications network that will serve nineteen fire districts, ten police agencies, and the Pima County Office of Emergency Management and Homeland Security. Collectively these entities are responsible for providing public safety and emergency management services to the Pima County populace and most specifically to their individual jurisdictions.							
Project Justification							
County needs a regional public safety voice and data communications network that will serve nineteen fire districts, ten police agencies, and the Pima County Office of Emergency Management and Homeland Security.							

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND**

Project Name	Capital Expenditures:								Total
	Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond		
Railroad Overpass: Ruthrauff Road	0	0	0	0	0	0	62,000,000	62,000,000	
Department	Increase/(Decrease) from Prior Year								
	O&M Impact	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16			
	Personal Services								
	Supplies & Services								
	Capital								
	Total O&M	0	0	0	0	0	0		
	Revenue	0	0	0	0	0	0		
Net Fund Impact	0	0	0	0	0	0			
Additional FTEs	0.0	0.0	0.0	0.0	0.0	0.0			
Project Description	Project Justification								
	Elimination of at-grade crossings with overpasses provides major improvements in mitigation of traffic congestion and provides air quality benefits.								
Project Name	Capital Expenditures:								Total
	Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond		
Psychiatric Hospital (2004 & 2006 Authority)	41,011,793	2,480,530	0	0	0	0	0	43,492,323	
Department	Increase/(Decrease) from Prior Year								
	O&M Impact	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16			
	Personal Services								
	Supplies & Services								
	Capital								
	Total O&M	0	0	0	0	0	0		
	Revenue	0	0	0	0	0	0		
Net Fund Impact	0	0	0	0	0	0			
Additional FTEs	0.0	0.0	0.0	0.0	0.0	0.0			
Project Description	Project Justification								
	Currently, Pima County provides inpatient psychiatric services in UPHH. The majority of the psychiatric inpatient beds are located in wings originally designed as medical/surgical nursing units.								

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND**

Project Name		Capital Expenditures:							
Valencia Road: Alvernon Road to Wilmot Road		Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond	Total
		2,570,298	4,336,000	4,870,000	13,500,000	12,000,000	2,000,000	2,000,000	41,276,298
		Increase/(Decrease) from Prior Year							
Department Transportation	O&M Impact	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16			
	Personal Services								
	Supplies & Services								
	Capital								
	Total O&M	0	0	0	0	0	0		
	Revenue	0	0	0	0	0	0		
		Net Fund Impact	0	0	0	0	0		
		Additional FTEs	0.0	0.0	0.0	0.0	0.0		
Project Description		Project Justification							
Reconstruct and widen Valencia Road from Alvernon Way to Wilmot Road to a six-lane desert parkway per the adopted RTA plan.		Improvements will accommodate projected increased traffic in the area as well as public safety.							
Project Name		Capital Expenditures:							
Roger Road WWTP Demolition		Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond	Total
		69,716	62,897	1,075,000	1,230,000	1,110,149	0	37,559,906	41,107,668
		Increase/(Decrease) from Prior Year							
Department Regional Wastewater Reclamation	O&M Impact	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16			
	Personal Services								
	Supplies & Services								
	Capital								
	Total O&M	0	0	0	0	0	0		
	Revenue	0	0	0	0	0	0		
		Net Fund Impact	0	0	0	0	0		
		Additional FTEs	0.0	0.0	0.0	0.0	0.0		
Project Description		Project Justification							
Demolish the existing 41 MGD Roger Road WWTP. The existing Roger Road WWTP will be decommissioned and demolished once the new 32-MGD Wastewater Reclamation Campus (WRC) is complete and in operation.		Replaced by regional reclamation campus.							

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND**

Project Name	Sewer	Conveyance	Capital Expenditures:								Beyond	Total
System-Wide Augmentation Program			Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16				
			19,772	4,504,468	9,990,000	10,000,000	12,000,000	4,500,000		0	41,014,240	
			Increase/(Decrease) from Prior Year									
Department Regional Wastewater Reclamation	O&M Impact		FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16					
	Personal Services											
	Supplies & Services											
	Capital											
	Total O&M		0	0	0	0	0	0				
			Revenue	0	0	0	0	0				
			Net Fund Impact	0	0	0	0	0				
			Additional FTEs	0.0	0.0	0.0	0.0	0.0				
Project Description			Project Justification									
Provides the capacity to handle a 10-year 24-hour storm in the conveyance system to prevent sanitary sewer overflows into the environment.			Program complies with Arizona Administrative Code R18-9C305.2.05 General Permit, Capacity, Management, Operation, and Maintenance, Sewage Collection System (E)(1)(d).									
Project Name	Marana WWTP Expansion		Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond	Total		
			16,353,142	200,000	0	0	0	22,010,882	0	38,564,024		
			Increase/(Decrease) from Prior Year									
Department Regional Wastewater Reclamation	O&M Impact		FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16					
	Personal Services											
	Supplies & Services					1,500						
	Capital											
	Total O&M		0	0	1,500	0	0					
			Revenue	0	0	0	0	0				
			Net Fund Impact	0	0	(1,500)	0	0				
			Additional FTEs	0.0	0.0	0.0	0.0	0.0				
Project Description			Project Justification									
This project provides for completion of the design and construction of an expansion to the existing Marana WWTP including required setbacks to provide capacity for the growth in the area as well as produce reclaimed water for reuse and/or recharge.			Expanding population in the Marana WWTP service area necessitates increased wastewater treatment capacity.									

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND**

Project Name	Capital Expenditures:						Total
La Canada Drive: Ina Road to River Road	Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond
	8,414,204	4,000,000	9,000,000	6,000,000	4,927,714	5,712,647	0
		Increase/(Decrease) from Prior Year					
	O&M Impact	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	
Personal Services							
Supplies & Services			2,600				
Capital							
Total O&M		0	2,600	0	0	0	0
Revenue		0	0	0	0	0	0
Net Fund Impact		0	(2,600)	0	0	0	0
Additional FTEs		0.0	0.0	0.0	0.0	0.0	0.0
	Project Justification						
	The improvements will benefit the area by accommodating the existing and projected increased traffic in the area as well as improve vehicular, pedestrian, bicycle, and equestrian safety. In addition, the improved drainage will provide all weather crossings thus improving the overall mobility for emergency providers, residents, and citizens using this route.						
Project Name	Capital Expenditures:						Total
Communications Center	Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond
	8,621,875	17,058,020	7,984,411	2,712,220	0	0	0
		Increase/(Decrease) from Prior Year					
	O&M Impact	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	
Personal Services				291,326	40,007		
Supplies & Services			27,920	330,532	63,266		
Capital			6,500	(6,500)			
Total O&M		0	34,420	615,358	103,273	0	
Revenue		0	35,091	386,004	0	0	
Net Fund Impact		0	671	(229,354)	(103,273)	0	
Additional FTEs		0.0	0.0	6.0	0.0	0.0	
	Project Justification						
	In 2004 voters authorized the County to design, construct, and occupy a communication and emergency operations center to co-locate and support the Pima County Sheriff's Department, Tucson Police Department, Tucson Fire Department, and Pima County Office of Emergency Management & Homeland Security.						
Project Name	Capital Expenditures:						Total
Communications Center	Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond
	8,621,875	17,058,020	7,984,411	2,712,220	0	0	0
		Increase/(Decrease) from Prior Year					
	O&M Impact	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	
Personal Services				291,326	40,007		
Supplies & Services			27,920	330,532	63,266		
Capital			6,500	(6,500)			
Total O&M		0	34,420	615,358	103,273	0	
Revenue		0	35,091	386,004	0	0	
Net Fund Impact		0	671	(229,354)	(103,273)	0	
Additional FTEs		0.0	0.0	6.0	0.0	0.0	
	Project Justification						
	In 2004 voters authorized the County to design, construct, and occupy a communication and emergency operations center to co-locate and support the Pima County Sheriff's Department, Tucson Police Department, Tucson Fire Department, and Pima County Office of Emergency Management & Homeland Security.						

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND**

Project Name	Capital Expenditures:						
	Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond
Houghton Road: Interstate 10 to Tanque Verde Road	133,864	3,800,000	3,750,000	0	0	0	25,046,136
							32,730,000
Department							
Transportation							
O&M Impact		Increase/(Decrease) from Prior Year					
		FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	
Personal Services							
Supplies & Services							
Capital							
Total O&M		0	0	0	0	0	0
Revenue		0	0	0	0	0	0
Net Fund Impact		0	0	0	0	0	0
Additional FTEs		0.0	0.0	0.0	0.0	0.0	0.0
Project Description							
Widen Houghton Road to a four-lane cross section with multi-use lanes, curbs, storm drains, and outside landscaping. The segment between Old Vail Road and Golf Links Road is to have a six-lane cross section.							
Project Justification							
The project will reduce congestion and enhance safety along Houghton Road.							
Project Name							
Ina Road WPCF Class A Biosolids Improvements	Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond
	500,000	5,171,900	11,620,600	9,945,000	4,972,500	0	0
							32,210,000
Department							
Regional Wastewater Reclamation							
O&M Impact		Increase/(Decrease) from Prior Year					
		FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	
Personal Services							
Supplies & Services							
Capital							
Total O&M		0	0	0	0	0	0
Revenue		0	0	0	0	0	0
Net Fund Impact		0	0	0	0	0	0
Additional FTEs		0.0	0.0	0.0	0.0	0.0	0.0
Project Description							
Design and construct new facilities and modifications to upgrade the Biosolids production from Class B to Class A.							
Project Justification							
The upgraded facilities are expected to be constructed after the completion of the Ina Road WPCF capacity and effluent quality upgrades. As the upgrades continue the need to produce Class A biosolids is a major concern. Planning and possibly design and construction will be completed during the ROMP Program time frame.							

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND**

Project Name	Capital Expenditures:					
	Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16
Magee Road/Cortaro Farms Road: Corridor Study & Thornydale Road to Mona Lisa	5,494,639	5,520,745	10,099,000	6,304,000	2,700,000	0
						0
						30,118,384

Increase/(Decrease) from Prior Year

O&M Impact	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16
Personal Services					
Supplies & Services					
Capital					
Total O&M	0	0	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

Following the Cortaro Farms Road alignment between Thornydale Road and Shannon Road, this project widens Magee Road to a 4-lane arterial between Thornydale and La Canada and includes a raised landscaped median, bike lanes in each direction, and ADA-accessible sidewalks. In addition, the project includes the elimination of the "jog" in the road alignment that currently exists at La Cholla Boulevard, a new bridge, additional turn lane, signalization and intersection improvements at Thornydale Road, both Shannon Road intersections, and La Cholla Boulevard, and new culverts throughout to convey a 100-year peak discharge under the road.

Project Justification

This project will provide continuous east-west connectivity in the urbanized northwest area and improve safety by eliminating rural roadway stretches and the roadway "jog" at La Cholla Boulevard.

Project Name	Capital Expenditures:					
	Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16
La Cholla Boulevard: Magee Road to Overton Road	4,525,632	6,533,737	9,250,229	6,689,733	1,400,669	300,000
						0
						28,700,000

Increase/(Decrease) from Prior Year

O&M Impact	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16
Personal Services					
Supplies & Services					
Capital					
Total O&M	0	0	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

Widen La Cholla to a 4-lane desert parkway between Tangerine Road and Magee Road including a raised landscaped median, a new 4-lane bridge at the Canada del Oro Wash north of Magee Road, and bike lanes in both directions. Install new turning lanes and traffic signals as needed at Naranja Road, Lambert Lane, and Overton Road.

Project Justification

Provide a parkway-type alternative route to Oracle Road.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND**

Project Name		Capital Expenditures:						Total	
La Canada Drive: Ina Road to Calle Concordia		Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond	Total
		22,049,995	3,472,478	2,571,697	0	0	0	0	28,094,170
Department									
Transportation									
O&M Impact		FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16			
		Increase/(Decrease) from Prior Year							
Personal Services		0	2,500	0	0	0	0		
Supplies & Services		0	0	0	0	0	0		
Capital		0	(2,500)	0	0	0	0		
Total O&M		0.0	0.0	0.0	0.0	0.0	0.0		
Project Description		Project Justification							
Widen La Canada to a 4-lane arterial between Calle Concordia and River Road with a raised landscaped median, multi-use lanes in both directions, and an equestrian trail on the east side of the roadway. New turning lanes and traffic signals as needed at intersections with Orange Grove Road, Ina Road, Magee Road, and Hardy Road as well as new box culverts at the Pegler Wash, Carmack Wash, Garfield South Wash, Roller Coaster Wash, Casas Adobes Wash, and Nanini Wash to convey 100-year peak discharge under the road.		This project doubles the roadway capacity from Calle Concordia to River Road and relieves major current capacity problems.							
Project Name		Capital Expenditures:						Total	
Magee Road/Cortaro Farms Road: Mona Lisa to La Canada		Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond	Total
		4,592,597	8,482,000	10,729,110	2,049,415	0	0	0	25,853,122
Department									
Transportation									
O&M Impact		FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16			
		Increase/(Decrease) from Prior Year							
Personal Services		0	0	0	0	0	0		
Supplies & Services		0	0	0	0	0	0		
Capital		0	0	0	0	0	0		
Total O&M		0.0	0.0	0.0	0.0	0.0	0.0		
Project Description		Project Justification							
Realigns and improves the Magee/LaCholla Intersection and change 2-lane roadway to a 4-lane desert parkway with sidewalks and bike lanes.		The project will reduce congestion and improve safety and mobility.							

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND**

Project Name		Capital Expenditures:							
Floodprone Land Acquisition Program		Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond	Total
		17,799,273	3,000,000	2,000,000	1,000,000	1,000,000	1,000,000	0	25,799,273
		Increase/(Decrease) from Prior Year							
		O&M Impact	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16		
Department	Personal Services								
	Supplies & Services	14,000		300	300	300	300		
	Capital								
	Total O&M	14,000	300	300	300	300	300		
	Revenue	0	0	0	0	0	0		
	Net Fund Impact	(14,000)	(300)	(300)	(300)	(300)	(300)		
		Additional FTEs	0.0	0.0	0.0	0.0	0.0	0.0	
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**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND**

Project Name	Capital Expenditures:						
Sunset Road: Silverbell Road to I-10 to River Road	Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Total
	4,688	0	0	0	0	0	24,815,320
Department							
Transportation							
	O&M Impact	Increase/(Decrease) from Prior Year					
	Personal Services	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	
	Supplies & Services						
	Capital						
	Total O&M	0	0	0	0	0	0
	Revenue	0	0	0	0	0	0
	Net Fund Impact	0	0	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0	0.0
Project Description	Project Justification						
Design and construct Sunset Road from Silverbell Road to I-10 to River Road including two travel lanes, a center turn lane, a new bridge across the Santa Cruz River, a new railroad grade separation, bike lanes in each direction, and curbs with ADA-accessible sidewalks.							
Project Name							
PimaCore Resource Management System	Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Total
	17,544,997	5,991,216	963,787	0	0	0	24,500,000
Department							
Finance and Risk Management							
	O&M Impact	Increase/(Decrease) from Prior Year					
	Personal Services	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	
	Supplies & Services	292,807	409,930				
	Capital						
	Total O&M	292,807	409,930	0	0	0	0
	Revenue	0	0	0	0	0	0
	Net Fund Impact	(292,807)	(409,930)	0	0	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0	0.0
Project Description	Project Justification						
Replaces targeted primary business software systems and implements an enterprise resource planning software application.							
Pima County business systems do not provide adequate support for Finance and Human Resource functions. Access to information for decision-making is difficult due to lack of system integration.							

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND**

Project Name	Capital Expenditures:						Total
	Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	Beyond	
I-19 Frontage Road: Continental Road to Canoa Road	23,248,150	100,000	370,849	0	0	0	23,718,999
Department							
Transportation	O&M Impact						
		Increase/(Decrease) from Prior Year					
		FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	
Personal Services							
Supplies & Services	8,900						
Capital							
Total O&M	8,900	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0
Net Fund Impact	(8,900)	0	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Project Description							
Construct 1.2 miles of frontage road that was not built with the original I-19 construction and crosses two major drainages, the Demitri and Esperanza Washes. These wash crossings will require bridge structures. The project will be a two-lane road with improved shoulders.							
Project Justification							
The project will complete the linkages in the frontage road system from Continental Road south to Arivaca Junction and Arivaca Road.							
Project Name							
Valencia Road: Mark Road to Wade Road	Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	Beyond	Total
	1,721,737	1,470,999	3,630,933	7,914,352	3,717,139	0	20,924,160
Department							
Transportation	O&M Impact						
		Increase/(Decrease) from Prior Year					
		FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	
Personal Services							
Supplies & Services							
Capital							
Total O&M	0	0	0	0	0	0	0
Revenue	0	0	0	0	0	0	0
Net Fund Impact	0	0	0	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0	0.0	0.0
Project Description							
Widen Valencia Road between Ajo Highway and Mark Road to a 4-lane desert parkway, with 4 travel lanes; raised, landscaped median; bike lanes in each direction; ADA-accessible sidewalks; and continuous street lighting with additional turn lanes, signalization and intersection improvements at Ajo Highway.							
Project Justification							
Improve traffic flow and intersection safety.							

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND**

Project Name		Capital Expenditures:							Total
Thornydale: Cortaro Farms Road to Linda Vista Boulevard		Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond	Total
		953,413	0	0	0	0	0	19,446,581	20,399,994
		Increase/(Decrease) from Prior Year							
Department	O&M Impact	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16			
	Personal Services								
	Supplies & Services								
	Capital								
	Total O&M	0	0	0	0	0			
	Revenue	0	0	0	0	0			
		Net Fund Impact	0	0	0	0	0		
		Additional FTEs	0.0	0.0	0.0	0.0	0.0		
Project Description		Project Justification							
Widens the existing Thornydale Road to a four-lane divided cross section with raised landscape median, outside curbs, multi-use lanes, storm drains, landscaping and noise mitigation and screening adjacent to residential areas where warranted. The project will include a drainage structure to carry Hardy Wash and other transverse drainages under Thornydale Road. Note: reflects planning and design costs after FY 1996/97.		The project will reduce traffic congestion and enhance safety along Thornydale Road as well as improving access and safety in the vicinity of Arthur Pack Regional Park and Mountain View High School.							
Project Name		Capital Expenditures:							Total
Kinney Road: Ajo Way to Bopp Road		Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond	Total
		3,367,712	0	0	0	0	0	17,015,629	20,383,341
		Increase/(Decrease) from Prior Year							
Department	O&M Impact	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16			
	Personal Services								
	Supplies & Services								
	Capital								
	Total O&M	0	900	0	0	0			
	Revenue	0	0	0	0	0			
		Net Fund Impact	0	0	0	0	0		
		Additional FTEs	0.0	0.0	0.0	0.0	0.0		
Project Description		Project Justification							
Widens Kinney Road to four lanes with improved shoulders, roadside drainage, and landscaping. The median treatment will be either a raised landscape median or a two-way median left-turn lane pending further evaluation of local area access and circulation requirements.		The project will reduce congestion and enhance safety along Kinney Road.							

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2011/2012 - 2015/2016 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond	
Urban Drainage	2,031,335	5,000,000	4,000,000	3,000,000	3,000,000	3,000,000		20,031,335
Regional Flood Control								
Department	O&M Impact	Increase/(Decrease) from Prior Year						
	Personal Services							
	Supplies & Services							
	Capital							
	Total O&M	0	0	0	0	0		0
	Revenue	0	0	0	0	0		0
Project Description	Net Fund Impact	0	0	0	0	0		0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0		0.0
Project Justification								
Mitigate flooding problems in cooperation with other municipalities.								
The proposed drainage improvements will reduce chronic drainage problems that impact local streets and reduce the threat of flooding homes and commercial buildings.								
Project Name	Capital Expenditures:							Total
	Prior Years	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	Beyond	
Drexel Road: Alvernon Way	42,580	0	0	0	0	0	19,957,419	19,999,999
Transportation								
Department	O&M Impact	Increase/(Decrease) from Prior Year						
	Personal Services							
	Supplies & Services							
	Capital							
	Total O&M	0	0	0	0	0		0
	Revenue	0	0	0	0	0		0
Project Description	Net Fund Impact	0	0	0	0	0		0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0		0.0
Project Justification								
Reconstruct and widen Drexel Road including two traffic lanes in each direction, multi-use lanes, outside curbs, storm drains, landscaping and neighborhood noise mitigation if warranted. The roadway median will be either a raised landscape median or a two-way left-turn lane to be determined by further study of local access and circulation needs. Significant improvements will be made in the drainage along the roadway and in the roadway profile where it intersects the north-south street system.								
The project will reduce congestion and enhance safety.								

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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.

AGAVE - Software used by Pima County Superior Court and Clerk of the Superior Court, primarily for case management, calendaring, arbitration tracking and statistical data collection of criminal, civil, and family law cases.

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 of Arizona, 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.

AMS Advantage - Computerized central data system that performs the County's accounting and financial reporting functions. AMS Advantage replaced the County's FMS accounting and financial reporting system on July 1, 2011.

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 the Corrections Officer Retirement Plan (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.

ARRA - American Recovery and Reinvestment Act - Federal legislation enacted during February 2009 to speed the nation's economic recovery, create and save jobs, and provide services to people affected by the recession. The economic stimulus measures provided by the ARRA include investment in the areas of community and economic development, infrastructure, human services, transportation, and workforce development.

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 and the Arizona Department of Revenue as a basis for levying taxes.

Assessment Ratio - The percentage factor determining the taxable value of property for each of the various legal classes in Arizona. Ratios are set by the State Legislature. The table "Assessment Ratios By Class For Tax Years 2007–2011" presented in this section shows a history of assessment ratios.

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, and 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 of the General Fund budget. 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 FPS.

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 contributed annually to the project through fiscal year 2009/10.

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 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.

Combined Property Tax Rate – The overall rate at which property is taxed, including both the primary property tax rate and secondary property tax rate.

Community & Economic Development - The organizational entity comprised of the following departments: Community & Economic Development Administration; Community Development & Neighborhood Conservation; Community Services, Employment & Training; County Free Library District; Economic Development & Tourism; Kino Sports Complex; School Superintendent; and the Stadium District.

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, Certificates 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, Communications Office, County Administrator, Elections, Finance and Risk Management, Forensic Science Center, Human Resources, Information Technology (includes Telecommunications, an internal service fund department), Non Departmental (Contingency, Debt Service, General Government Revenues, and Non Departmental), Office of Emergency Management and Homeland Security, 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 – A segregated fund 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 digit "W" is Regional Wastewater Reclamation. (Also see Super Department definition.)

DSH – Disproportionate Share Hospital Program - Program whereby hospitals that serve a disproportionate number of low income patients receive a separate payment in addition to their standard Medicare and/or Medicaid reimbursement. Pass through funding is received by Pima County from the Arizona Board of Regents and paid to AHCCCS as the state match to draw down federal DSH matching funds.

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.

Division – An element or segment of government that is organized as a specific administrative or functional unit.

ECAP - Employee Combined Appeal Program - The annual Pima County work site fund raiser, allowing employees to contribute to their favorite charity through payroll deduction or a one time donation.

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 a general 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 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. FMS was replaced by the County’s new AMS Advantage accounting system on July 1, 2011.

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 network based budgetary planning and reporting 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, Office of Medical and Health 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 five percent or more 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. Maintaining this reserve 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.

GME – Graduate Medical Education Program – Postgraduate training program for physicians after medical school, also known as a residency program. Pass through funding is received by Pima County from the Arizona Board of Regents and paid to AHCCCS as the state match to draw down federal GME matching funds.

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.

HAVA - Help America Vote Act – A federal law that established a program to provide funds to states to replace punch card voting systems; established the Election Assistance Commission to assist in the administration of Federal elections and to otherwise provide assistance with the administration of certain Federal election laws and programs; established minimum election administration standards for states and units of local government with responsibility for the administration of federal elections; and for other purposes.

Pima County may use HAVA funds received in 2009 for voting equipment/machines, voter registration enhancements, voter education above the amount in the County maintenance of effort, poll worker recruitment and training above the amount in the County maintenance of effort, and/or other elections projects that can be approved as HAVA projects by the Arizona Secretary of State and do not supplant County maintenance of effort. Approval must be given by the Arizona Secretary of State prior to spending any funds.

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 federal grant funding.

Hotel/Motel Bed Tax - See Excise Tax and 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 fiscal year 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 - A Pima County employee or individual assigned to a particular Position Control Number (PCN).

Indirect Cost - A cost that is incurred for a common or joint purpose benefitting more than one cost objective that is not readily assignable to the individual cost objectives specifically benefitted.

Information Technology - Computer based systems which are used to acquire, store, and process information in various forms. This includes any hardware, whether primary equipment such as central processing units and 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 used 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 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 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.

KERP - Kino Environmental Restoration Project - A cooperative project of the U.S. Army Corps of Engineers, Pima County, and the Pima County Flood Control District which was designed for three primary purposes: create native ecosystems; harvest urban storm water; and control flooding. This project was the result of the agencies' desire to redevelop an existing unlined storm water detention basin, the Tucson (Ajo) Detention Basin, into a detention basin that was more environmentally sensitive and aesthetically pleasing to the Tucson community.

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. The annual growth rate of the Secondary Property Tax levied by fire districts pursuant to A.R.S. §48-807 is limited to an eight percent increase, unless an override to the levy limitation is approved by district voters.

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 in 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 Full Cash Value for 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.

LGIP - 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.

Memo Revenue - Revenue from sale of County owned land and fixed assets, including buildings, vehicles, 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.

MTCVB – Metropolitan Tucson Convention and Visitors Bureau – The recognized tourism promotion agency in the county whose goal is to enhance economic prosperity through the marketing and promotion of the metropolitan Tucson region for meetings, conventions, sporting events, and tourism. The MTCVB's film office also promotes the region as a location for the television, motion picture, and advertising industries.

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, the Debt Service Fund, and the Capital Projects Fund.

NGFI - Net General Fund Impact - The same as NFI, applicable to the General Fund.

NSP - Neighborhood Stabilization Program - A collaborative program between Pima County and the federal Department of Housing and Urban Development, as authorized by the Housing and Economic Recovery Act of 2008, to acquire, rehabilitate, and rent to low income residents properties located in areas hard-hit by blight and abandonment of vacant or foreclosed homes. The County's program is concentrated on foreclosed property acquisition and rehabilitation in the Cardinal/Valencia Road area and redevelopment projects in Ajo and South Tucson through contracts with non-profit organizations.

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.

Office of Medical and Health Services - An organizational entity comprised of the departments of Institutional Health, Health, and Pima Health System & Services.

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 percent 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.

OPEB – Other Post Employment Benefits – Costs associated with non-pension related post retirement healthcare benefits for retired County employees and their beneficiaries in Pima County's healthcare benefit plan.

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, Regional 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. 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 metropolitan area. It is operated by a nine-member board of directors comprising executive officers from each of the nine jurisdictions: Pima County, Tucson, Marana, Oro Valley, Sahuarita, South Tucson, Pasqua Yaqui Tribe, Tohono O'odham Nation, and the State Transportation Board. PAG receives funds from federal, state, and local governments, including Pima County, 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: 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, administration and oversight of jail based Restoration to Competency program, 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, and health, dental, life, unemployment, and workers' compensation insurance.

Photo Traffic Enforcement Program – A program that commenced during fiscal year 2008/09 to enhance the quality of life in Pima County by improving driver compliance with traffic speed laws. A photo enforcement vendor selected by the County identifies, via cameras, drivers who have violated traffic speed limits within unincorporated Pima County. The Pima County Sheriff's Department, independently or via an agency agreement with the photo enforcement vendor, then determines violations shown by the photo evidence and mails a notice of violation to the responsible party. Persons who request a hearing or fail to respond to the notice of violation are served with a citation for their alleged speeding violations, which are adjudicated through the Pima County Justice Courts.

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).

PimaCore - See Project PimaCore.

Planning and Budgeting System - Computerized network based budgetary planning and reporting system used by Pima County.

PNAV - Primary Net Assessed Value - Determined by multiplying the Limited Property Value by the Assessment Ratio for the property and subtracting the amount 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 Primary Net Assessed Value 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 the ongoing operation 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.

Project PimaCore - An effort underway within the County to replace existing financial management, human resources, and other related business systems with a fully integrated business system that eliminates redundancy and provides for a single point of data entry. The goal of the new system is to transform financial and related business systems to provide the efficiency, transparency, and accountability necessary for the effective performance of County government; reduce costs through the elimination of redundant systems; streamline data entry and system reconciliations; and enhance the quality and accessibility of business information while accommodating the growth of County activities.

Property Tax 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 ("Bailable Offenses," 2006 General Election) - 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 100 (“Temporary Transaction Privilege and Use Taxes,” 2010 Special Election) – A state initiative passed by voters in May 2010 which amended Article 9, Section 12 of the Arizona Constitution by authorizing a temporary increase of 1 percent in the State’s transaction privilege and use taxes from June 1, 2010, through May 31, 2013, for the purpose of raising state revenues for primary and secondary education, health and human services, and public safety. As set forth in the initiative, two-thirds of revenues collected from the temporary tax shall be appropriated for public primary and secondary education, while the remaining one-third of revenues collected shall be appropriated for health and human services and public safety purposes.

Proposition 101 (“Local Property Tax Levies,” 2006 General Election) - 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. Approval of the proposition by 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 (“Healthy Arizona Initiative,” 2000 General Election) - 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 (“Healthy Arizona Initiative,” 2000 General Election), 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 began in fiscal year 2002/03 and remained unchanged at \$3.8 million through fiscal year 2009/10. No County Hold-Harmless payments are budgeted for fiscal year 2011/12, as recent State budget shortfalls eliminated such payments.

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).

PTOC - 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. PTOC also oversees statutory limitations on fire district secondary property taxes levied pursuant to A.R.S. §48-807.

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, Natural Resources, Parks & Recreation, Office of Sustainability & Conservation Science, Public Works Administration, Solid Waste Management, Transportation, and Regional 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 Regional Flood Control District, is authorized to levy a secondary property tax on 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 works in partnership with Cochise, Santa Cruz, and Yuma Counties and educational institutions to develop a skilled workforce for the 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 six 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 County Free Library District fund the ongoing operation expenses of each respective district. The County also has a state mandated 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 Regional 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 – The Secondary Net Assessed Value is determined by multiplying the Full Cash Value by the Assessment Ratio for the property and subtracting the amount of any applicable exemption. 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, 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 known as Basic State Aid. During fiscal year 2011/12, homeowners can receive a Basic State Aid subsidy up to \$600 against their local school district primary tax. There is an exception to the \$600 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, an additional subsidy amount is determined and added to the Basic 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 School Equalization Tax - Pursuant to ARS §15-994 the State mandates the levy of a Primary Property Tax to provide equalization assistance to school districts. The rate for such a Primary Property Tax levy is subject to Truth in Taxation provisions as set forth in ARS §41-1276, with a majority vote by the legislature being required to set the State School Equalization Tax rate above the Truth in Taxation rate for any year.

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:

1600000 - County Attorney (operating department)	5220000 - Employer Sanctions
5110000 - Fill the Gap	5230000 - Bad Check Program
5160000 - Victim Restitution	5270000 - Consumer Protection
5200000 - County Law Enforcement Antiracketeering	8300000 - Grants
5210000 - Victim Witness Comp	

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 rate at which a property will be taxed. Primary and Secondary Tax rates are set by the County Board of Supervisors or the governing boards of other taxing jurisdictions. The tax rate is determined by dividing the jurisdiction's tax levy by 1 percent of its Primary or Secondary Net Assessed Value, as the tax rate is expressed as a dollar amount per \$100 of net assessed value. The amount of tax due on each property is determined by multiplying the tax rate by 1 percent of the property's respective Primary or Secondary Net Assessed Value.

Tax Reduction/Debt Retirement Fund - The Tax Reduction/Debt Retirement Fund was established in fiscal year 1999/2000 for the purpose of pooling revenues from various activities in order to offset possible future tax increases. Fund sources include any new revenues derived from expense recoveries, such as federal or state reimbursements for criminal justice and law enforcement, sale of surplus property, and fee increases by General Fund departments where General Fund support is reduced or the fees are not earmarked for a specific purpose.

Tax Year - The year in which a lien for property taxes is imposed. Liens are imposed on property on January 1st of the year in which the levy is set. The first half-year taxes are due on October 1st of the tax year, and the second half-year taxes are due on March 1st of the following calendar year. If taxes are not paid when due, the lien will be offered for sale.

Temporary Employee - An employee who has been appointed on a full-time, part-time, or variable-time basis for a limited period not to exceed eighteen months.

Tentative Budget - Per ARS §42-17101, the Board of Supervisors “. . . on or before the third Monday in July each year, shall prepare . . . an estimate of the different amounts that will be required to meet the . . . public expense . . . for the current fiscal year.”

Title IV-D - Referring to that portion of Social Security law covering the child support enforcement program, Federal Division of Child Support Enforcement.

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 transaction privilege 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 and Tourism Special Revenue Fund (16%), and to the Metropolitan Tucson Convention & Visitors Bureau for tourism promotion (50%). Also see Excise Tax.

TREO - Tucson Regional Economic Opportunities, Inc - Formed in 2005 to serve as the lead economic development agency for the greater Tucson area, TREO supports the creation of new businesses, the expansion of existing businesses within the region, and the attraction of high-impact companies that share the community's values.

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, 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 budgeted positions are left vacant for all or part of a fiscal year. The line item "Budgeted Personal Services Reduction" is used to budget 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 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 and activities 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 2011/2012

Super Department		Department	
1000	ASSESSOR	1000000	ASSESSOR
1100	BOARD OF SUPERVISORS	1100000	BOARD OF SUPERVISORS
1300	CLERK OF THE BOARD	1300000	CLERK OF THE BOARD
1400	CLERK OF SUPERIOR COURT	1400000	CLERK OF SUPERIOR COURT
		5100000	COC VICTIM LOCATION FUND
		5130000	COC SPOUSAL MAINTENANCE ENFORCEMENT
		5140000	COC LOCAL COURT AUTOMATION FUND
		5260000	COC CHILD SUPPORT INCENTIVE
		5330000	COC DOCUMENT STORAGE & RETRIEVAL
		5340000	COC TIME PAY FEES
		8670000	COC JUDICIAL COLLECTION ENHANCEMENT
1500	CONSTABLES	1500000	CONSTABLES
1600	COUNTY ATTORNEY	1600000	COUNTY ATTORNEY
		5110000	CO ATTY FILL THE GAP
		5160000	CO ATTY VICTIM RESTITUTION
		5200000	COUNTY LAW ENFORCEMENT ANTIRACKETEERING
		5210000	CO ATTY VICTIM WITNESS COMP
		5220000	CO ATTY EMPLOYER SANCTIONS
		5230000	CO ATTY BAD CHECK PROGRAM
		5270000	CO ATTY CONSUMER PROTECTION
		8300000	COUNTY ATTORNEY GRANTS
1700	COUNTY ADMINISTRATOR	1700000	COUNTY ADMINISTRATOR
		5530000	SPACE ACQUISITION FUND
		8350000	COUNTY ADMINISTRATOR GRANTS
1710	ELECTIONS	1710000	ELECTIONS
		8540000	ELECTIONS GRANTS
1850	NON DEPARTMENTAL	0400000	IMPROVEMENT DISTRICTS
		1850000	NON DEPARTMENTAL
		3290000	GENERAL GOVERNMENT REVENUES
		3300000	CONTINGENCY
		3340000	GENERAL FUND DEBT SERVICE
		5370000	EMPLOYEE BENEFIT LIABILITY FUND
		5372000	PROPERTY TAX STABILIZATION FUND
		5500000	PHS TRANSITION
		5800000	DEBT SERVICE

SUPER DEPARTMENT LISTING FOR FISCAL YEAR 2011/2012

Super Department	Department
1900	FACILITIES MANAGEMENT
	1900000 FACILITIES MANAGEMENT
	5150000 FACILITIES RENEWAL FUND
	7210000 PARKING GARAGES
	8370000 FACILITIES MANAGEMENT GRANTS
2000	FINANCE & RISK MANAGEMENT
	2000000 FINANCE
	5510000 IMPROVEMENT DISTRICTS FORMATION FUND
	8010000 GRAPHIC SERVICES PRODUCTION
	8050000 RISK MANAGEMENT
2320	INFORMATION TECHNOLOGY
	2320000 INFORMATION TECHNOLOGY
	5373000 IT ENHANCEMENT FUND
	8020000 TELECOMMUNICATIONS
2500	INSTITUTIONAL HEALTH
	2500000 INSTITUTIONAL HEALTH
2600	INDIGENT DEFENSE
	2600000 INDIGENT DEFENSE
	5120000 INDIGENT DEFENSE FILL THE GAP
	5620000 LEGAL DEFENDER TRAINING FUND
	5660000 PUBLIC DEFENDER TRAINING FUND
2700	JUSTICE COURT AJO
	2700000 JUSTICE COURT AJO
	5490000 JC AJO TIME PAY FEES
	5491000 JC AJO COURT AUTOMATION FUND
	5492000 JC AJO FARE SPECIAL REVENUE
	5493000 JC AJO PHOTO TRAFFIC ENFORCEMENT
2710	JUSTICE COURT GREEN VALLEY
	2710000 JUSTICE COURT GREEN VALLEY
	5480000 JC GV TIME PAY FEES
	5481000 JC GV COURT AUTOMATION FUND
	5482000 JC GV FARE SPECIAL REVENUE
	5483000 JC GV PHOTO TRAFFIC ENFORCEMENT
2720	JUSTICE COURTS TUCSON
	2720000 JUSTICE COURTS TUCSON
	5380000 JC TUCSON TIME PAY FEES
	5381000 COURT AUTOMATION FUND
	5382000 JC TUCSON FARE SPECIAL REV
	5383000 PHOTO TRAFFIC ENFORCEMENT
	5384000 JC TUCSON PROBATION FEE
	8550000 JUSTICE COURTS TUCSON GRANTS
2730	OFFICE OF COURT APPOINTED COUNSEL
	2610000 CONTRACT ATTORNEYS
	2730000 OFFICE OF COURT APPOINTED COUNSEL
	2740000 PHOTO TRAFFIC ENFORCEMENT
	2750000 OFFICE OF CHILDREN'S COUNSEL
2800	COMMUNICATIONS OFFICE
	2800000 COMMUNICATIONS OFFICE

SUPER DEPARTMENT LISTING FOR FISCAL YEAR 2011/2012

Super Department		Department	
2920	PUBLIC WORKS ADMINISTRATION	2920000	PUBLIC WORKS ADMINISTRATION
2930	OFFICE OF SUSTAINABILITY & CONSERVATION	2930000	OFFICE OF SUSTAINABILITY & CONSERVATION
2940	KINO SPORTS COMPLEX	2940000	KINO SPORTS COMPLEX
2950	COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV	2950000	COMMUNITY DEVELOP & NEIGHBORHOOD CONSERV
		5171000	NEIGHBORHOOD CONSERVATION
		5172000	HOUSING TRUST FUND
		8900000	COMMUNITY DEVELOPMENT GRANTS
2970	COMMUNITY & ECONOMIC DEVELOPMENT ADMIN	2970000	COMMUNITY & ECONOMIC DEVELOPMENT ADMIN
3000	JUVENILE COURT	3000000	JUVENILE COURT
		5090000	JUVENILE TITLE IV-E
		5240000	JUVENILE VICTIM RESTITUTION
		5390000	JUVENILE PROBATION SERVICES
		8600000	JUVENILE COURT GRANTS
3250	FORENSIC SCIENCE CENTER	3250000	FORENSIC SCIENCE CENTER
		8140000	FORENSIC SCIENCE CENTER GRANTS
3310	COMMUNITY SVCS, EMPLOYMENT & TRAINING	3310000	COMMUNITY SERVICES
		9410000	EMPLOYMENT & TRAINING
		9740000	PIMA VOCATIONAL HIGH SCHOOL
3350	HUMAN RESOURCES	3350000	HUMAN RESOURCES
3400	NATURAL RESOURCES, PARKS & RECREATION	3400000	NATURAL RESOURCES, PARKS & RECREATION
		5190000	PARKS SPECIAL PROGRAMS
		8690000	PARKS & RECREATION GRANTS
3600	PUBLIC FIDUCIARY	3600000	PUBLIC FIDUCIARY
3710	OFC OF EMERG MGMT & HOMELAND SECURITY	3710000	OFC OF EMERG MGMT & HOMELAND SECURITY
		8720000	EMERG MGMT/HOMELAND SECURITY GRANTS
3800	PROCUREMENT	3800000	PROCUREMENT
3900	RECORDER	3900000	RECORDER
		5350000	RECORDER DOC STORAGE & RETRIEVAL

SUPER DEPARTMENT LISTING FOR FISCAL YEAR 2011/2012

Super Department		Department	
4000	SHERIFF	4000000	SHERIFF
		5300000	SHERIFF STATE RICO FUND
		5400000	SHERIFF CNA ANTIRACKETEERING FUND
		5440000	SHERIFF FEDERAL RICO FUND
		5470000	SHERIFF CRIMINAL JUSTICE ENHANCEMENT
		5540000	SHERIFF COMMISSARY OPERATIONS
		5570000	SHERIFF INMATE WELFARE FUND
		8750000	SHERIFF GRANTS
4100	SCHOOL SUPERINTENDENT	4100000	SCHOOL SUPERINTENDENT
		8790000	SCHOOL RESERVE FUND
4200	SUPERIOR COURT	4200000	SUPERIOR COURT
		4210000	SUPERIOR COURT MANDATED SERVICES
		5080000	SUPERIOR CRT LOCAL COURT AUTOMATION FUND
		5180000	COURTS FILL THE GAP
		5280000	SUPERIOR COURT CHILD SUPPORT VISITATION
		5310000	SUPERIOR COURT COUNTY LAW LIBRARY
		5360000	SUPERIOR COURT PROBATE
		5410000	SUPERIOR COURT CONCILIATION
		5430000	SUPERIOR COURT PROBATION SERVICES
4300	TREASURER	8100000	SUPERIOR COURT GRANTS
		4300000	TREASURER
		5560000	TAXPAYER INFORMATION FUND
4610	TRANSPORTATION	4610000	TRANSPORTATION
4810	HEALTH	4810000	HEALTH
		8400000	HEALTH GRANTS
4820	OFC OF EMERG MGMT & HOMELAND SECURITY	8450000	EMERGENCY MGMT/HOMELAND SECURITY GRANTS
5010	REGIONAL FLOOD CONTROL DISTRICT	5010000	REGIONAL FLOOD CONTROL DISTRICT
5610	ENVIRONMENTAL QUALITY	5610000	ENVIRONMENTAL QUALITY
		8380000	ENVIRONMENTAL QUALITY GRANTS
5630	SOLID WASTE MANAGEMENT	5630000	SOLID WASTE MANAGEMENT
		5640000	TIRE FUND
6010	COUNTY FREE LIBRARY	6010000	COUNTY FREE LIBRARY
		8290000	COUNTY FREE LIBRARY GRANTS
6020	STADIUM DISTRICT	6020000	STADIUM DISTRICT

SUPER DEPARTMENT LISTING FOR FISCAL YEAR 2011/2012

Super Department		Department	
6030	ECONOMIC DEVELOPMENT & TOURISM		
		6030000	ECONOMIC DEVELOPMENT & TOURISM
6400	CAPITAL PROJECTS		
		6400000	CAPITAL PROJECTS
7260	PIMA HEALTH SYSTEM & SERVICES		
		7260000	PIMA HEALTH SYSTEM & SERVICES
7360	DEVELOPMENT SERVICES		
		7360000	DEVELOPMENT SERVICES
8000	FLEET SERVICES		
		8000000	FLEET SERVICES
W000	REGIONAL WASTEWATER RECLAMATION		
		W000000	REGIONAL WASTEWATER RECLAMATION
		W600000	WASTEWATER SYSTEM DEVELOPMENT FUND
		W700000	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

requests shall be submitted, processed and transmitted to the Board pursuant to an administrative procedure developed by the County Administrator. At the time of submitting budget requests for the next fiscal year each department that received supplemental funding in the last budget adopted by the Board shall also submit a report accounting for the actual and projected expenditure of each such appropriation during the current fiscal year. Supplemental monies not expended for the purpose for which they were appropriated shall revert at the end of the fiscal year to the fund from which they were appropriated unless otherwise directed by the Board.

B. Transfers of Appropriations Among Programs

Appropriations by the Board of Supervisors to fund a County program shall not be transferred to or used for any other County program or purpose without approval of the Board if such transfer would add or delete a program or substantially increase or decrease the monies expended or substantially change the levels of service being provided by any County program including the acceptance or continuance of any grant that will cause the direct or indirect expenditure of any non-grant monies of the County. Requests for Board approval of such transfers shall be submitted, processed and transmitted to the Board pursuant to an administrative procedure developed by the County Administrator.

- For purposes of this policy "Program" means an activity or group of activities, together with related and necessary equipment and facilities, that accomplish a single function or category of service and includes each of multiple programs within a single department.

C. Budget Exceedance

The County Administrator shall provide to each director or officer of a department of the County a monthly report beginning at the end of the first quarter of each fiscal year setting forth actual expenditures and revenues to date of their department and a comparison to the adopted budget.

If at any time after the fiscal year to date report for the month of March the net fund impact of a department is ten percent more negative than the adopted budget based upon a straight line apportionment of the adopted budget throughout the fiscal year, the director or officer of that department shall immediately develop and implement a budget remediation plan to ensure that the department's budgeted net fund impact is not exceeded at the end of the fiscal year. Within ten days from the issuance of a monthly report showing a department's net fund impact to be ten percent more negative than the adopted budget the director or officer of that department shall submit to the Board of Supervisors through the County Administrator a written budget remediation plan or, if applicable, an alternative projection utilizing methodology other than straight line that more accurately predicts no negative variance in net fund impact of the department for the fiscal year.

If at the end of any fiscal year a department's net fund impact was more negative than that authorized by the adopted budget, then the director or officer of that department shall submit a report to the Board of Supervisors prior to September 1 describing what remedial actions were taken to avoid the budget exceedance and why such actions were inadequate.

D. Applicability

This policy applies to all departments and special districts of Pima County, whether under the supervision of an elected or appointed official, as identified in the adopted County Budget.

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PIMA COUNTY, ARIZONA BOARD OF SUPERVISORS POLICY

Subject:**Performance Audits of County Departments****Policy Number****D 22.3****Page****1 of 3****Purpose**

To establish a countywide policy for the use of performance audits to facilitate and enhance the effectiveness and efficiency of County departments and programs.

Background

Pursuant to law the Board of Supervisors must each year adopt a balanced budget for the operation of Pima County government that appropriates sufficient funding to "pay as you go". Correspondingly, elected and appointed officials and managers of the County cannot, pursuant to law, expend monies in excess of the amount appropriated by the Board. Notwithstanding this requirement, each fiscal year numerous County offices, departments and programs have historically overspent their budget or under realized budgeted revenues thereby creating substantial fiscal uncertainty and an inability for the Board to adequately meet its responsibility to plan for the budgetary needs of the County.

To constructively address this problem performance audits will be utilized pursuant to this policy to professionally and independently evaluate how funding is being used and managed to achieve program results and to recommend appropriate improvements to facilitate increased efficiency and effectiveness.

Policy**A. Definitions**

In this policy, unless the context otherwise requires:

1. "Audit objectives" means the specific issues to be addressed and results to be achieved by an audit.
2. "Audit scope" means the programs, activities and functions to be included in an audit.
3. "Economy and Efficiency Audit" means an audit that determines:
 - (a) Whether the department is acquiring, protecting and using its resources economically and efficiently,
 - (b) The causes of identified inefficiencies or uneconomical practices, and
 - (c) Whether the department has complied with applicable laws, regulations and policies relating to economy and efficiency.
4. "Management controls" means the plan of organization, methodology and procedures adopted by management to measure and report performance and ensure that operational and departmental goals are met.
5. "Net Fund Impact" or "NFI" means the calculation that quantifies the difference between revenues and expenditures for a department.

Subject: Performance Audits of County Departments	Policy Number	Page
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6. "Performance Audit" means the objective and systematic examination of evidence for the purpose of providing an independent assessment of the performance of a County department, program, activity or function in order to provide information to improve accountability to the public and facilitate fiscal and programmatic decision-making including the initiation of appropriate corrective action and includes an economy and efficiency audit and a program audit.

7. "Program Audit" means an audit that determines:

- (a) The extent to which desired results or benefits are being achieved,
- (b) The effectiveness of programs, activities, or functions, and
- (c) Whether the department complies with laws, regulations and policies applicable to programs, activities, or functions.

B. Performance Audits to be Undertaken

Each year those departments that exceeded their budgeted NFI for the previous fiscal year by more than \$250,000 shall be subject to a performance audit as described in section D below. The County Administrator, based upon a review of the previous fiscal year's expenditures and revenues related to each program within such a department, may limit the scope of the performance audit to only those programs, activities or functions that substantially contributed to the NFI exceedance or that have a cash deficit.

C. Selection of Auditors

The County Administrator shall, at least biennially, advertise for interested consultants qualified to perform audits pursuant to this policy on an as needed basis. A Request for Qualifications shall be sent to each consultant who responds to the advertisement and to all certified MWBE firms qualified to perform the types of audits listed in the advertisement. All Qualifications Statements submitted in response to the Request for Qualifications shall be maintained by the County Administrator's Office. As performance audits are required pursuant to this policy, the County Administrator shall negotiate contracts with particular consultants based on subject matter expertise, availability and/or resources appropriate to the size of each audit. The contract shall identify the scope of work and the specific objectives for each audit. The contracts shall be executed by the County Administrator or the Board as required by the County Code.

D. Performance Audit Objectives and Conduct

Each performance audit shall include a program audit and an economy and efficiency audit guided by specific audit objectives developed for each performance audit. The objectives of each performance audit may include, but are not limited to:

1. Determination of the cause(s) of NFI accedence.
2. Identification of revenue enhancement opportunities.
3. Identification of opportunities for cost recovery.
4. Development of recommendations for achieving program and service delivery economies, cost efficiencies and operational improvements.
5. Assessment of the performance and compliance of department programs measured against the purpose or goals prescribed by law or regulation or set by management, applicable technical standards or norms, expert opinions, prior years' performance and performance of similar entities.
6. Assessment of existing management controls and development of recommendations for their

Subject: Performance Audits of County Departments	Policy Number	Page
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Each department subject to a performance audit, including all of its personnel, shall fully cooperate and assist the auditors and make all records, documents and information not confidential by law available for use by the auditors. E. <u>Audit Report</u> Upon completion of the audit an Audit Report shall be transmitted to each member of the Board of Supervisors, the County Administrator and the official or director of the audited department that includes at least the following: 1. Audit scope, objectives and methodology. 2. Significant findings and conclusions developed in response to each audit objective. 3. Recommendations for actions to correct deficiencies and improve operations. 4. All instances of significant noncompliance. 5. The comments of the department official or director concerning the auditor's findings, conclusions and recommendations including plans to correct deficiencies. 6. Noteworthy accomplishments of the department. 7. The nature of any material information omitted from the report and the reason for its nondisclosure. OCT 26 1999		



PIMA COUNTY, ARIZONA BOARD OF SUPERVISORS POLICY

Subject: Tax Reduction and Debt Retirement Fund	Policy Number	Page
	D 22.4	1 of 1

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

Subject: Periodic Review of Departmental Base Budgets	Policy Number	Page
	D 22.5	1 of 1

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

Subject:**Policy for Accepting and Administering Grants****Policy Number****D 22.6****Page****1 of 3****Purpose**

The purpose of this policy is to ensure optimum financial terms and reimbursements for Pima County when receiving grant funding and to facilitate informed, timely decisions by the Board of Supervisors when considering and accepting grants by establishing a formal, uniform process for:

1. Evaluating, applying for and accepting grants,
2. Negotiating the terms and conditions of grant agreements, and
3. Monitoring grant related expenditures.

Background

Pima County receives significant grant funding from federal, state and local agencies. Prior to the adoption of this policy, the Board of Supervisors frequently was not apprised of grant applications and resulting fiscal impacts to the County until after grants were awarded and funding was pending or, in some cases, already received. Further, information and analysis accompanying requests for grant acceptance were inconsistent and in some instances insufficient to allow the Board to manage and plan for the short and long term fiscal needs of the County. This policy addresses these issues as well as setting forth the Board's expectations concerning acceptable terms and conditions under which grant funding is received.

Policy**A. Definitions**

In this policy, unless the context otherwise requires:

1. "Board" means the Pima County Board of Supervisors.
2. "Fund Impact" means any cash or in-kind matching requirement for the receipt of grant funds and includes overhead charges if such charges are not entirely supported by grant funds.
3. "Grant" means any contribution or gift of cash or other assets from a governmental or private entity to be used for a specific purpose.
4. "Ongoing Grant" means a grant program that is expected to provide grant funding each year for an unlimited duration and for which the terms and conditions remain substantially unchanged.
5. "Overhead Charges" means direct and indirect administrative costs incurred by the County that are attributable to and benefit a grant program that are calculated and allocated by the Finance Department in conformance with federal law and accepted principles of governmental accounting.
6. "Responsible Department" means the department, office or agency under the budgetary jurisdiction of the Board that has direct oversight responsibility for the program(s) or service(s) to be funded partially or entirely with funds from a grant award.

Subject: Policy for Accepting and Administering Grants	Policy Number D 22.6	Page 2 of 3
B. <u>Approval to Apply for Grants</u> 1. Except in the case of ongoing grants that have previously been approved by the Board, all applications for grants that will have a fund impact must be approved by the County Administrator prior to submittal. 2. Prior to submission of an application for grant funding, the responsible department shall determine whether receipt of the grant will create current or future fund impact. If a fund impact will occur the responsible department shall: a) Calculate the amount of fund impact, both cash and in-kind, for the current and future fiscal years including the cost to continue the grant funded services when the grant funds expire. If in-kind match is to be provided the calculation must include impacts on other existing departmental programs and services. b) Prepare a cost benefit analysis of the grant including whether the grant funded services are mandated by law. c) Transmit to the County Administrator and the Finance Department the information described in items (a) and (b) above together with a description of all material grant terms and conditions including the method and schedule of grant disbursements and whether all overhead charges will be paid from grant funds. 3. The County Administrator shall periodically report to the Board pending grant applications. C. <u>Approval to Accept Grants</u> 1. All grants must be accepted and approved by the Board prior to receipt and expenditure of grant funds. 2. Requests by responsible departments for approval to accept grants shall: (a) Be transmitted to the County Administrator for placement on the Board's meeting agenda, (b) Include the information, revised as appropriate to reflect the actual grant award, required by section B, paragraph 2 of this policy relating to application for grants, and ◦ Be copied to the Finance Department. 3. If required to comply with a material deadline for acceptance of a grant, the County Administrator may preliminarily approve acceptance of a grant subject to subsequent ratification by the Board. D. <u>Terms and Conditions of Grants</u> Though the Board may authorize exceptions for specific grants, it is the general expectation of the Board that all grants: 1. Pay all of their overhead charges as calculated and allocated by the Finance Department. 2. Be distributed in advance of expenditures by the County for grant funded services or, if unavoidable, reimbursed after such expenditures no less frequently than each month. If expenses will be reimbursed interest expense incurred by the County to advance cash for the services should be supported by the grant funding. 3. Utilize in-kind contributions in lieu of cash to satisfy match requirements and, if cash must be utilized, that revenue sources other than General Fund be expended.		

<u>Subject:</u> Policy for Accepting and Administering Grants	Policy Number D 22.6	Page 3 of 3
<u>Implementation</u> The County Administrator shall develop and distribute an administrative procedure to promote uniform reporting and processing of grant approvals pursuant to this policy. <u>Prior Policies and Procedures</u> All previously adopted Board of Supervisors' Policies and County Administrative Procedures in conflict with this policy are repealed to the extent of such conflicts. OCT 26 1999		

PIMA COUNTY DEBT POLICIES AND PRACTICES

This section presents the types of debt, uses, restrictions, legal requirements, and other considerations related to the issuance of debt by Pima County. Individual long-term debt schedules are included in the following *Supplemental Information* section - *Long Term Debt Schedules*. All of the following items except Line of Credit are considered long term debt.

Line of Credit The County maintains a revolving line of credit with its servicing bank, currently the Bank of America National Association, to address short term borrowing needs for cash flow purposes. There is a maximum line of credit of \$50,000,000, and as of June 30, 2011, 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, 2012 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 2010/11, the secondary tax rate was \$0.7500 per \$100 of assessed valuation, and will be increased to \$0.7800 for fiscal year 2011/12.

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. 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 the general obligation bond debt service was to be maintained at or below the rate in effect at that time.

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 Regional Wastewater Reclamation enterprise operations. Revenues, comprised primarily of sewer fees and connection fees, are pledged to retire the debt. Before Regional Wastewater Reclamation 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 Regional 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 Regional 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 could 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 could 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 increased nine percent on January 1, 2008 and 9.5 percent on July 1, 2008. Per Pima County Ordinance No. 2007-110, connection fees increased six percent on January 1, 2008 and 9.5 percent on July 1, 2008.

Per Pima County Ordinance No. 2009-014, user fees increased 12.5 percent on March 20, 2009, 12.5 percent on July 1, 2009, and increased 12.5 percent on January 20, 2010.

Per Pima County Ordinance No. 2010-11, User Fee increases of 10 percent and Connection Fee increases of 6.5 percent each July 1 of 2010, 2011, 2012, and 2013 were authorized.

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 2011/2012 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 Regional 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.

Certificates of Participation – 2009 On April 14, 2009, the Board of Supervisors approved additional financing for capital projects of Transportation and Regional Wastewater Reclamation.

Accordingly, Pima County issued \$35,000,000 principal amount of Certificates of Participation. These certificates are scheduled to be repaid over a three year term.

Certificates of Participation – 2010 On October 20, 2009, the Board of Supervisors approved financing for the implementation of PimaCore, the County's new enterprise resource planning system. Accordingly, Pima County issued \$20,000,000 principal amount of Certificates of Participation. These certificates are scheduled to be repaid over a ten year term.

Certificates of Participation – 2012 The fiscal year 2011/12 budget includes an issuance of up to \$37,000,000 in new Certificates of Participation. The sale of these certificates is planned for late in the fiscal year so no payments of principal or interest are provided in this budget.

In addition to the General Obligation Bonds, Revenue Bonds, and Certificates of Participation detailed above, the Adopted Budget further provides for an additional issue of \$230,000,000 in Sewer Revenue Obligations for required improvements to the County's wastewater reclamation system in fiscal year 2011/12.

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, no Regional Flood Control debt is outstanding.

Pima County Library District The Pima County 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 Pima County 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). The Regional 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.

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:

	PRINCIPAL	INTEREST	TOTAL
2012	\$54,235,000	\$16,920,570	\$71,155,570
2013	45,770,000	18,467,494	64,237,494
2014	39,355,000	16,859,944	56,214,944
2015	38,665,000	15,238,544	53,903,544
2016	39,485,000	13,679,677	53,164,677
2017	40,780,000	12,092,668	52,872,668
2018	38,325,000	10,456,843	48,781,843
2019	41,565,000	8,945,019	50,510,019
2020	39,665,000	7,365,531	47,030,531
2021	35,900,000	5,848,057	41,748,057
2022	37,260,000	4,407,206	41,667,206
2023	24,910,000	2,855,706	27,765,706
2024	15,720,000	1,766,900	17,486,900
2025	8,445,000	1,055,750	9,500,750
2026	8,670,000	633,500	9,303,500
2027	<u>4,000,000</u>	<u>200,000</u>	<u>4,200,000</u>
TOTALS	\$512,750,000	\$136,793,409	\$649,543,409

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. All Pima County general obligation debt obtained 15% margin voter approval. Legal debt margin projected at June 30, 2012 is as follows:

	15% Limitation
Secondary Net Assessed Valuation	\$8,448,281,586
Debt Limit	1,267,242,238
General Obligation Bonds Outstanding	(512,750,000)
Assets Available for Principal	<u>22,173,451</u>
Debt Applicable to Limit	(490,576,549)
Legal Debt Margin Available	<u><u>\$776,665,689</u></u>

Legal Debt Margin Percentage:

$$\frac{\text{Debt Applicable to Limit}}{\text{Secondary Net Assessed Valuation}} = \frac{\$ 512,750,000}{\$ 8,448,281,586} = 6.07\%$$

LONG TERM DEBT**Transportation Bonds****Payment Source**

Payments for principal and interest on transportation bonds are made from Highway User Revenue Funds.

Debt Service Requirements

The debt service requirements on transportation bonds are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2012	\$11,015,000	\$5,391,574	\$16,406,574
2013	11,570,000	5,064,988	16,634,988
2014	12,000,000	4,614,125	16,614,125
2015	12,455,000	4,146,100	16,601,100
2016	12,940,000	3,654,588	16,594,588
2017	13,495,000	3,090,987	16,585,987
2018	14,050,000	2,526,049	16,576,049
2019	12,495,000	1,939,687	14,434,687
2020	13,055,000	1,454,987	14,509,987
2021	8,030,000	953,100	8,983,100
2022	8,390,000	643,537	9,033,537
2023	3,300,000	316,600	3,616,600
2024	3,415,000	180,600	3,595,600
2025	400,000	40,000	440,000
2026	400,000	20,000	420,000
2027	<u>400,000</u>	<u>0</u>	<u>400,000</u>
TOTALS	\$137,410,000	\$34,036,922	\$171,446,922

Legal Debt Margin

Arizona Revised Statute § 11-378 presently requires that in order for the County to issue bonds payable from Street and Highway Revenues, the County must have received Street and Highway Revenues in the year preceding the issuance of the additional bonds in an amount equal to at least one and one-half times the highest annual principal and interest requirements thereafter to come due on all such bonds to be outstanding following the issuance of the additional bonds, provided that if the Street and Highway Revenues received in the preceding year do not equal at least two times the highest annual principal and interest requirements, the proposed bonds must bear a rating at the time of issuance of "A" or better by at least one nationally recognized credit rating service, taking into account any credit enhancement facility in effect with respect to such bonds.

	PRIOR FISCAL YEAR HURF REVENUE	HIGHEST FUTURE DEBT SERVICE PAYMENT
Series 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
Series 2009	\$53,906,177	\$16,259,263
Series 2012	\$50,451,812	\$16,634,988

LONG TERM DEBT

Stadium District Debt

Payment Source

Payments for principal and interest on Stadium District debt are made from stadium revenues, Transient Lodging Excise Tax proceeds, Recreational Vehicle Space Surcharge proceeds, and Rental Car Tax proceeds.

Debt Service Requirements

The debt service requirements on Stadium District debt are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2012	\$2,230,000	\$774,385	\$3,004,385
2013	2,780,000	646,860	3,426,860
2014	2,485,000	510,950	2,995,950
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>
TOTALS	\$18,565,000	\$2,867,390	\$21,432,390

LONG TERM DEBT**Certificates of Participation****Payment Source**

Payments for principal and interest on certificates of participation are made from funds transferred from County Free Library, Development Services, Fleet Services, Graphics Services, Health, Parking Garages, Pima Health System, Regional Flood Control, Regional Wastewater Reclamation, Risk Management, Stadium District, Telecommunications, and Transportation.

Debt Service Requirements

The debt service requirements on certificates of participation including estimated amounts for planned issues in fiscal year 2011/2012 are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2012	\$8,165,000	\$2,052,080	\$10,217,080
2013	6,375,000	3,615,982	9,990,982
2014	6,520,000	3,352,105	9,872,105
2015	6,670,000	3,072,232	9,742,232
2016	6,845,000	2,771,730	9,616,730
2017	7,070,000	2,423,782	9,493,782
2018	7,305,000	2,064,280	9,369,280
2019	7,520,000	1,724,282	9,244,282
2020	5,015,000	1,371,250	6,386,250
2021	5,140,000	1,120,500	6,260,500
2022	5,270,000	863,500	6,133,500
2023	2,500,000	600,000	3,100,000
2024	2,500,000	475,000	2,975,000
2025	2,500,000	350,000	2,850,000
2026	2,500,000	225,000	2,725,000
2027	<u>2,000,000</u>	<u>100,000</u>	<u>2,100,000</u>
TOTALS	\$83,895,000	\$26,181,723	\$110,076,723

Summary of Debt Service Fund Expenditures

Long Term Debt:

General Obligation Bonds (GOB)	\$71,155,570
Transportation Revenue Bonds	16,406,574
Stadium District Debt	3,004,385
Certificates of Participation	<u>10,217,080</u>

Total Long Term Debt \$100,783,609

Fiscal and Other Charges	<u>40,600</u>
Total Budgeted Debt Service Expenditures	\$100,824,209

LONG TERM DEBT

Special Assessment Obligations

Payment Source

Special assessment obligations are secured by pledges of revenues from improvement districts which were established in order to finance specific construction projects which benefit a limited geographical area. While there is no legal requirement for the County to further secure the special assessment obligations of the districts, the County has made a moral commitment to take steps necessary to prevent default. Payments for principal and interest on special assessment obligations are made from assessments received in the Improvement Districts Special Revenue Fund.

Debt Service Requirements

The debt service requirements on special assessment obligations are summarized below.

	PRINCIPAL	INTEREST	TOTAL
2012	<u>\$255,641</u>	<u>\$ 9,243</u>	<u>\$264,884</u>
TOTALS	\$255,641	\$9,243	\$264,884

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 Regional Wastewater Reclamation Enterprise Fund.

Debt Service Requirements

The debt service requirements on loans payable are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2012	\$2,550,111	\$729,224	\$3,279,335
2013	1,489,449	644,636	2,134,085
2014	1,534,678	599,408	2,134,086
2015	1,581,303	552,782	2,134,085
2016	1,629,369	504,718	2,134,087
2017	1,678,921	455,164	2,134,085
2018	1,730,004	404,082	2,134,086
2019	1,782,668	351,416	2,134,084
2020	1,836,962	297,124	2,134,086
2021	1,892,937	241,148	2,134,085
2022	1,950,646	183,438	2,134,084
2023	2,010,143	123,942	2,134,085
2024	<u>2,071,485</u>	<u>62,602</u>	<u>2,134,087</u>
TOTALS	\$23,738,676	\$5,149,684	\$28,888,360

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 Regional Wastewater Reclamation Enterprise Fund.

Debt Service Requirements

The debt service requirements on sewer revenue bonds are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2012	\$13,120,000	\$7,922,806	\$21,042,806
2013	14,895,000	7,347,118	22,242,118
2014	16,765,000	6,660,556	23,425,556
2015	17,555,000	5,882,481	23,437,481
2016	15,950,000	5,057,294	21,007,294
2017	11,250,000	4,353,645	15,603,645
2018	11,810,000	3,885,919	15,695,919
2019	12,405,000	3,413,674	15,818,674
2020	13,025,000	2,914,337	15,939,337
2021	13,685,000	2,302,289	15,987,289
2022	14,375,000	1,743,920	16,118,920
2023	15,105,000	1,141,476	16,246,476
2024	5,210,000	504,162	5,714,162
2025	3,550,000	291,200	3,841,200
2026	<u>3,730,000</u>	<u>149,200</u>	<u>3,879,200</u>
TOTALS	\$182,430,000	\$53,570,077	\$236,000,077

Legal Debt Margin

There is no legal debt margin for sewer revenue bonds.

LONG TERM DEBT**Sewer Revenue Obligations****Payment Source**

Payments for principal and interest on sewer revenue obligations are made from user charges received in the Regional Wastewater Reclamation Enterprise Fund.

Debt Service Requirements

The debt service requirements on Sewer Revenue Obligations are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2012		\$21,826,225	\$21,826,225
2013	\$9,000,000	21,826,225	30,826,225
2014	11,000,000	20,746,225	31,746,225
2015	12,000,000	20,666,225	32,666,225
2016	13,000,000	20,010,225	33,010,225
2017	26,525,000	19,280,225	45,805,225
2018	28,150,000	17,935,350	46,085,350
2019	29,895,000	16,409,475	46,304,475
2020	31,685,000	14,777,850	46,462,850
2021	33,510,000	13,057,250	46,567,250
2022	35,385,000	11,221,750	46,606,750
2023	37,300,000	9,282,500	46,582,500
2024	39,270,000	7,237,500	46,507,500
2025	41,280,000	5,084,000	46,364,000
2026	21,000,000	2,820,000	23,820,000
2027	<u>26,000,000</u>	<u>1,560,000</u>	<u>27,560,000</u>
TOTALS	\$395,000,000	\$223,741,025	\$618,741,025

Regional Wastewater Reclamation Sewer Obligations

Sewer revenue obligations in the amount of \$230,000,000 are planned for issuance in fiscal year 2011/2012. Accordingly, interest has been budgeted in the amount of \$13,800,000. As the terms of these certificates including interest rates and principal repayment schedule have not yet been determined, estimated debt service requirements, 15 year repayment at six percent interest, are presented here. Payments for principal and interest will be made from the Regional Wastewater Reclamation Enterprise Fund.

Legal Debt Margin

There is no legal debt margin for sewer revenue obligations

VALUATION OF PROPERTY FOR TAXING PURPOSES IN ARIZONA

The largest revenue source for Pima County is the property tax. Property tax is paid in accordance with the value of real and personal property. A number of County functions are funded by property taxes. The *primary tax* supports the General Fund, which finances the continuing maintenance and operation of the County. The *secondary tax* is used to pay for capital expenditures and some “budget override” amounts approved by voters. Primary and secondary taxes are supported by two different property values. The *primary tax* is supported by the *primary, or 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 cash* and *limited* values of the property by an *assessment ratio* based on the property’s use and then subtracting any constitutionally defined *exemptions*.

The *full cash value*¹ 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 Arizona legislature. The value of railroads, mines, utilities, and some 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. It takes about two years for market values to be reflected in the full cash value.

The *limited value*² of a property is determined by one of two formulas. The *limited value* will change by the formula that produces the greatest increase in value of the two formulas. One formula increases the value by 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 current year’s *full cash value* and the previous year’s *limited value*. The *limited value* can never be greater than the *full cash value*.

The *assessment ratios*³ are defined by the Arizona Legislature. They are assigned to a property in accordance with its use. There are nine basic classes of property all having different *assessment ratios*. The same *assessment ratio* is applied to both the *full cash value* and the *limited value* to determine the *assessed value* for *secondary*⁴ and *primary*⁵ taxes.

The Arizona Constitution stipulates that certain types of property will not be fully taxed or will not be taxed at all. Properties owned by government or nonprofit organizations are not taxed, as long as they are not used in commerce. Widows, widowers, disabled individuals, and certain veterans are given partial exemptions from property tax. The amount of the exemption is determined by the *full cash value* of the property and the person’s income.

All property in the County has a *full cash assessed value* and a *limited assessed value*. The Assessor identifies the amount of property that is exempt. The largest amount of exempt properties in the County is vacant land which is owned by state and federal agencies. Although these agencies do not pay property taxes, some agencies do pay “in lieu” taxes to compensate 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* decreased by 9.6 percent from the previous year, as market values for property two years ago declined. The *primary, or limited, net assessed value* decreased by 7.0 percent.

Endnotes

¹ See Full Cash Value By Class: 2007-2011.

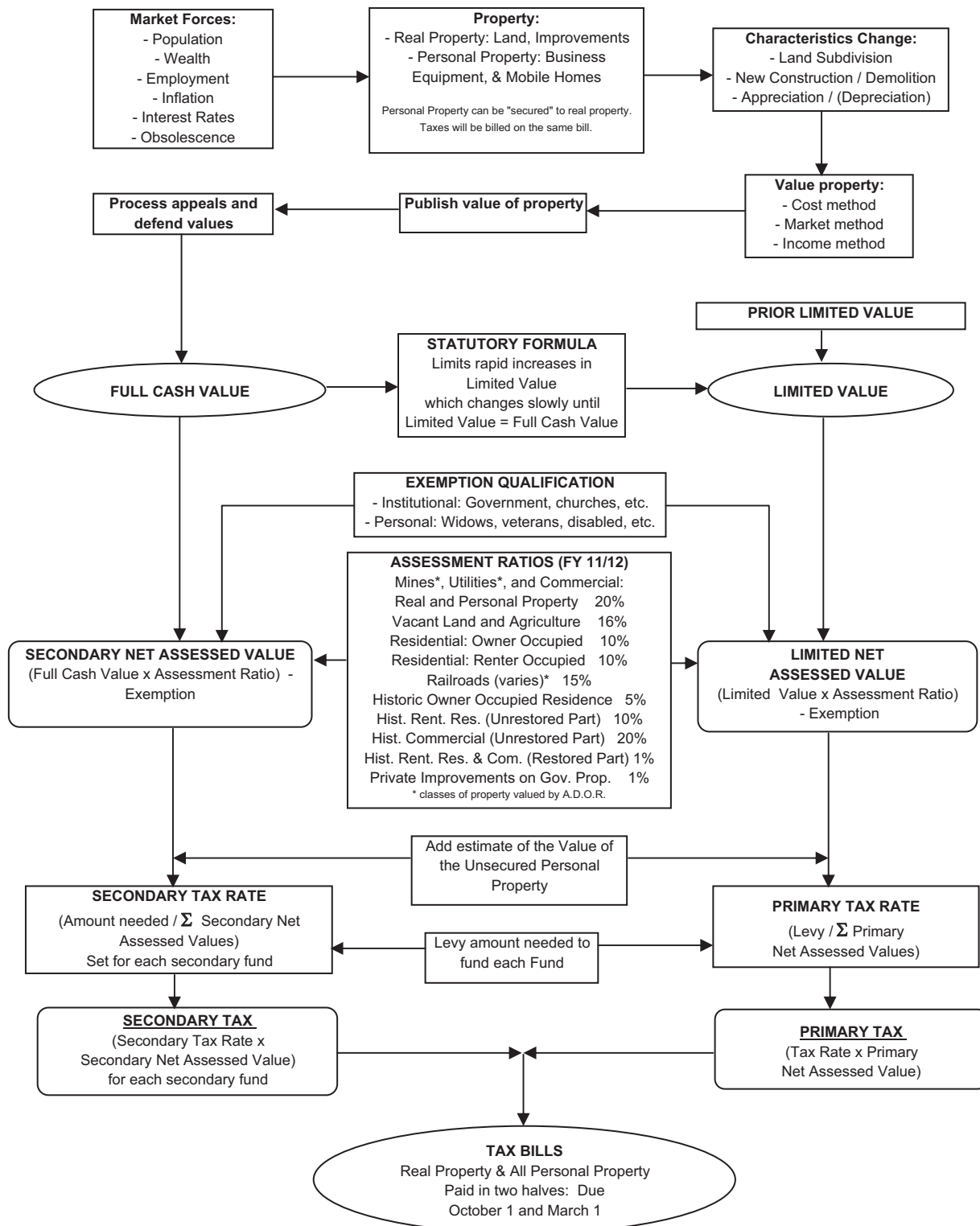
² See Limited Value By Class: 2007-2011.

³ See Assessment Ratios By Class: 2007-2011.

⁴ See Secondary Net Assessed Value By Class: 2007-2011.

⁵ See Primary Net Assessed Value By Class: 2007-2011.

COMPONENTS OF ARIZONA'S PROPERTY TAX SYSTEM



FULL CASH VALUE BY CLASS FOR TAX YEARS 2007-2011

	2007		2008		2009		2010		2011	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
Legislative Class										
I. 8-12. Commercial R.P., Mines & Utilities	<u>7,980,507,691</u>	<u>11.06%</u>	<u>9,055,112,780</u>	<u>10.53%</u>	<u>10,723,625,990</u>	<u>12.17%</u>	<u>11,669,279,111</u>	<u>13.53%</u>	<u>11,853,234,847</u>	<u>14.79%</u>
I. 11, 13. Commercial & Telecommunications P.P.	<u>1,958,512,717</u>	<u>2.72%</u>	<u>2,184,716,466</u>	<u>2.54%</u>	<u>2,256,220,764</u>	<u>2.56%</u>	<u>2,135,638,299</u>	<u>2.48%</u>	<u>1,884,980,719</u>	<u>2.35%</u>
All Class I Property	<u>9,939,020,408</u>	<u>13.78%</u>	<u>11,239,829,246</u>	<u>13.07%</u>	<u>12,979,846,754</u>	<u>14.73%</u>	<u>13,804,917,410</u>	<u>16.01%</u>	<u>13,738,215,566</u>	<u>17.14%</u>
II. R. Vacant Land / Agricultural R.E.	<u>9,234,110,084</u>	<u>12.81%</u>	<u>10,839,757,420</u>	<u>12.61%</u>	<u>11,488,270,826</u>	<u>13.04%</u>	<u>11,227,165,868</u>	<u>13.02%</u>	<u>11,578,268,631</u>	<u>14.45%</u>
II. P. Vacant Land / Agricultural P.P.	<u>37,620,096</u>	<u>0.05%</u>	<u>33,586,273</u>	<u>0.04%</u>	<u>53,089,988</u>	<u>0.06%</u>	<u>65,795,484</u>	<u>0.08%</u>	<u>67,916,575</u>	<u>0.08%</u>
All Class II Property	<u>9,271,730,180</u>	<u>12.86%</u>	<u>10,873,343,693</u>	<u>12.65%</u>	<u>11,541,360,814</u>	<u>13.10%</u>	<u>11,292,961,352</u>	<u>13.10%</u>	<u>11,646,185,206</u>	<u>14.53%</u>
III. Residential, Owner Occupied	<u>44,330,385,822</u>	<u>61.48%</u>	<u>53,600,930,756</u>	<u>62.33%</u>	<u>52,821,161,537</u>	<u>59.96%</u>	<u>50,009,833,125</u>	<u>58.00%</u>	<u>44,582,602,406</u>	<u>55.62%</u>
IV. Residential, Renter Occupied	<u>7,980,929,834</u>	<u>11.07%</u>	<u>9,512,500,942</u>	<u>11.06%</u>	<u>10,008,610,719</u>	<u>11.36%</u>	<u>10,363,649,288</u>	<u>12.02%</u>	<u>9,466,687,034</u>	<u>11.81%</u>
V. Railroads	<u>39,171,996</u>	<u>0.05%</u>	<u>39,441,008</u>	<u>0.05%</u>	<u>40,514,870</u>	<u>0.05%</u>	<u>44,374,565</u>	<u>0.05%</u>	<u>48,559,518</u>	<u>0.06%</u>
VI. Historic Owner Residential, Enterprise & Trade Zones	<u>532,947,112</u>	<u>0.74%</u>	<u>717,903,605</u>	<u>0.83%</u>	<u>694,227,932</u>	<u>0.79%</u>	<u>687,648,377</u>	<u>0.80%</u>	<u>647,790,154</u>	<u>0.81%</u>
VII. Historic Commercial	<u>4,878,364</u>	<u>0.01%</u>	<u>6,655,003</u>	<u>0.01%</u>	<u>6,775,267</u>	<u>0.01%</u>	<u>5,666,201</u>	<u>0.01%</u>	<u>4,913,304</u>	<u>0.01%</u>
VIII. Historic Rental Residential	<u>2,257,492</u>	<u>0.00%</u>	<u>2,641,984</u>	<u>0.00%</u>	<u>3,256,451</u>	<u>0.00%</u>	<u>3,672,798</u>	<u>0.00%</u>	<u>2,552,985</u>	<u>0.00%</u>
IX. Possessory Interests	n/a	n/a	n/a	n/a	n/a	n/a	<u>16,178,980</u>	<u>0.02%</u>	<u>14,967,074</u>	<u>0.02%</u>
All Property	<u>72,101,321,208</u>	<u>20.39%</u>	<u>85,993,246,237</u>	<u>19.27%</u>	<u>88,095,754,344</u>	<u>2.44%</u>	<u>86,228,902,096</u>	<u>-2.12%</u>	<u>80,152,473,247</u>	<u>-7.05%</u>

Sources: Pima County Clerk of the Board of Supervisors, "Abstract of Values by Legislative Class" for all years.
Abbreviations: R.P. - Real Property, P.P. - Personal Property, R.E. - Real Estate.

LIMITED VALUE BY CLASS FOR TAX YEARS 2007-2011

	2007		2008 ¹		2009 ²		2010 ¹		2011 ¹	
Legislative Class	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
I. 8-12. Commercial R.P., Mines & Utilities	7,308,652,785	11.36%	8,359,244,792	11.43%	9,744,578,744	12.09%	10,703,385,108	13.00%	11,299,848,905	14.48%
I. 11, 13. Commercial & Telecommunications P.P.	1,946,962,701	3.02%	2,005,790,771	2.74%	2,060,625,193	2.56%	2,185,268,260	2.65%	1,855,522,424	2.38%
All Class I Property	9,255,615,486	14.38%	10,365,035,563	14.17%	11,805,203,937	14.65%	12,888,653,368	15.65%	13,155,371,329	16.86%
II. R. Vacant Land / Agricultural R.E.	7,443,253,638	11.57%	8,355,692,158	11.43%	9,283,115,939	11.52%	9,304,087,886	11.30%	10,248,274,772	13.13%
II. P. Vacant Land / Agricultural P.P.	37,502,194	0.06%	40,415,754	0.06%	27,978,510	0.03%	52,004,951	0.06%	64,870,571	0.08%
All Class II Property	7,480,755,832	11.63%	8,396,107,912	11.49%	9,311,094,449	11.55%	9,356,092,837	11.36%	10,313,145,343	13.22%
III. Residential, Owner Occupied	40,161,510,519	62.41%	45,689,108,412	62.48%	49,705,721,781	61.67%	49,559,640,578	60.18%	44,509,916,327	57.04%
IV. Residential, Renter Occupied	6,951,475,037	10.80%	8,067,979,725	11.03%	9,104,140,815	11.30%	9,851,022,802	11.96%	9,345,603,556	11.98%
V. Railroads	35,902,186	0.06%	35,439,085	0.05%	34,904,555	0.04%	37,737,149	0.05%	43,909,822	0.06%
VI. Historic Owner Residential, Enterprise & Trade Zones	456,856,689	0.71%	561,193,622	0.77%	623,835,450	0.77%	640,976,458	0.78%	642,656,388	0.82%
VII. Historic Commercial	3,557,985	0.01%	5,611,553	0.01%	710,197	0.00%	10,972,356	0.01%	4,805,546	0.01%
VIII. Historic Rental Residential	1,984,944	0.00%	2,022,669	0.00%	2,369,283	0.00%	3,125,012	0.00%	2,613,602	0.00%
IX. Possessory Interests	n/a	n/a	n/a	n/a	5,140,924	0.01%	n/a	n/a	18,186,504	0.02%
All Property	\$64,347,658,678		\$73,122,498,541		\$80,593,121,391		\$82,348,220,560		\$78,036,208,417	
Percent Change From Previous Year	14.02%		13.64%		10.22%		2.18%		-5.24%	

Sources: Pima County Clerk of the Board of Supervisors "Abstract by Legislative Class" for all years.

Notes: ¹Values from the 2008, 2010 and 2011 Abstracts have been adjusted to the Net Assessed Values appearing on the Assessor's Levy Limit Calculation Worksheets for those years.

²Values from the 2009 Abstract have been adjusted to the Net Assessed Value appearing on the May 6, 2009, Property Tax Oversight Commission Levy Limit Calculation Worksheet.

ASSESSMENT RATIOS BY CLASS FOR TAX YEARS 2007-2011

Legislative Class	2007	2008	2009	2010	2011
I. 1-13 Commercial, Mines, Utilities - Real & Personal Property	24.00%	23.00%	22.00%	21.00%	20.00%
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%	20.00%	18.00%	17.00%	15.00%
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 for Secondary	12.65%	12.38%	12.52%	12.53%	12.55%
Weighted Average Assessment Ratio for Primary	12.66%	12.47%	12.41%	12.37%	12.44%

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 renewable energy equipment, environmental remediation, and biodiesel fuel production.

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 2007-2011

Legislative Class	2007		2008		2009		2010		2011	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
I. 8-12. Commercial R.P., Mines & Utilities	1,914,895,588	23.29%	2,081,473,246	21.69%	2,357,915,272	23.91%	2,226,034,770	23.83%	2,139,342,483	25.32%
I. 11, 13. Commercial & Telecommunications P.P.	452,579,359	5.50%	453,661,230	4.73%	495,819,206	5.03%	446,279,772	4.78%	375,353,067	4.44%
All Class I Property	<u>2,367,474,947</u>	<u>28.79%</u>	<u>2,535,134,476</u>	<u>26.42%</u>	<u>2,853,734,478</u>	<u>28.94%</u>	<u>2,672,314,542</u>	<u>28.61%</u>	<u>2,514,695,550</u>	<u>29.76%</u>
II. R. Vacant Land / Agricultural R.E.	601,487,673	7.32%	715,416,651	7.46%	699,478,507	7.09%	636,359,525	6.81%	537,517,642	6.36%
II. P. Vacant Land / Agricultural P.P.	5,765,884	0.07%	5,346,068	0.06%	7,482,674	0.08%	4,819,671	0.05%	3,661,192	0.04%
All Class II Property	<u>607,253,557</u>	<u>7.39%</u>	<u>720,762,719</u>	<u>7.52%</u>	<u>706,961,181</u>	<u>7.17%</u>	<u>641,179,196</u>	<u>6.86%</u>	<u>541,178,834</u>	<u>6.40%</u>
III. Residential, Owner Occupied	<u>4,410,687,100</u>	<u>53.66%</u>	<u>5,334,745,214</u>	<u>55.60%</u>	<u>5,251,746,309</u>	<u>53.26%</u>	<u>4,968,230,234</u>	<u>53.18%</u>	<u>4,424,576,228</u>	<u>52.37%</u>
IV. Residential, Renter Occupied	<u>797,586,456</u>	<u>9.70%</u>	<u>950,749,698</u>	<u>9.91%</u>	<u>1,000,332,932</u>	<u>10.14%</u>	<u>1,012,886,868</u>	<u>10.84%</u>	<u>924,625,750</u>	<u>10.94%</u>
V. Railroads	<u>8,226,125</u>	<u>0.10%</u>	<u>7,888,196</u>	<u>0.08%</u>	<u>7,292,679</u>	<u>0.07%</u>	<u>7,543,539</u>	<u>0.08%</u>	<u>7,283,931</u>	<u>0.09%</u>
VI. Historic Owner Residential, Enterprise & Trade Zones	<u>28,455,813</u>	<u>0.35%</u>	<u>45,070,586</u>	<u>0.47%</u>	<u>39,097,114</u>	<u>0.40%</u>	<u>38,687,839</u>	<u>0.41%</u>	<u>34,541,059</u>	<u>0.41%</u>
VII. Historic Commercial	<u>486,086</u>	<u>0.01%</u>	<u>246,432</u>	<u>0.00%</u>	<u>1,490,562</u>	<u>0.02%</u>	<u>1,189,903</u>	<u>0.01%</u>	<u>975,258</u>	<u>0.01%</u>
VIII. Historic Rental Residential	<u>225,751</u>	<u>0.00%</u>	<u>264,198</u>	<u>0.00%</u>	<u>325,645</u>	<u>0.00%</u>	<u>367,281</u>	<u>0.00%</u>	<u>255,301</u>	<u>0.00%</u>
IX. Possessory Interests	n/a	n/a	n/a	n/a	n/a	n/a	161,791	0.00%	149,675	0.00%
Percent Change From Previous Year	\$8,220,395,835 19.66%		\$9,594,861,519 16.72%		\$9,860,980,900 2.77%		\$9,342,561,193 -5.26%		\$8,448,281,586 -9.57%	

Sources: Pima County Clerk of the Board of Supervisors, "Abstract of Values 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 2007-2011

Legislative Class	2007		2008 ¹		2009 ²		2010 ¹		2011 ¹	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
I. 8-12. Commercial R.P., Mines & Utilities	1,754,175,478	23.85%	1,922,635,822	23.33%	2,142,538,291	23.84%	2,014,935,089	22.54%	2,067,904,180	24.88%
I. 11, 13. Commercial & Telecommunications P.P.	449,896,362	6.12%	435,623,369	5.29%	425,664,953	4.74%	458,384,622	5.13%	368,788,290	4.44%
All Class I Property	2,204,071,840	29.97%	2,358,259,191	28.62%	2,568,203,244	28.58%	2,473,319,711	27.67%	2,436,692,470	29.32%
II. R. Vacant Land / Agricultural R.E.	422,738,665	5.75%	486,936,666	5.91%	521,643,825	5.80%	529,647,247	5.93%	496,985,380	5.98%
II. P. Vacant Land / Agricultural P.P.	5,746,900	0.08%	6,118,012	0.07%	4,134,626	0.05%	7,311,425	0.08%	3,850,650	0.05%
All Class II Property	428,485,565	5.83%	493,054,678	5.98%	525,778,451	5.85%	536,958,672	6.01%	500,836,030	6.03%
III. Residential. Owner Occupied	3,995,335,563	54.33%	4,546,560,603	55.18%	4,944,071,553	55.02%	4,925,214,375	55.09%	4,418,416,161	53.17%
IV. Residential, Renter Occupied	694,636,372	9.45%	806,355,576	9.79%	909,875,313	10.13%	964,357,366	10.79%	914,191,660	11.00%
V. Railroads	7,539,464	0.10%	7,087,816	0.09%	6,282,822	0.07%	6,415,290	0.07%	6,586,474	0.08%
VI. Historic Owner Residential, Enterprise & Trade Zones	22,745,061	0.31%	27,954,627	0.34%	31,055,866	0.35%	31,910,628	0.36%	31,994,108	0.39%
VII. Historic Commercial	318,730	0.00%	196,913	0.00%	156,244	0.00%	1,158,716	0.01%	961,109	0.01%
VIII. Historic Rental Residential	198,493	0.00%	202,268	0.00%	236,929	0.00%	312,502	0.00%	261,359	0.00%
IX. Possessory Interests	n/a	n/a	n/a	n/a	51,408	0.00%	n/a	n/a	180,841	0.00%
Percent Change From Previous Year	\$7,353,331,088	13.70%	\$8,239,671,672	12.05%	\$8,985,711,830	9.05%	\$8,939,647,260	-0.51%	\$8,310,120,212	-7.04%

Sources: Pima County Clerk of the Board of Supervisors "Abstract by Legislative Class" for all years.

Notes: ¹ Values from the 2008, 2010 and 2011 Abstracts have been adjusted to the Net Assessed Values appearing on the Assessor's Levy Limit Calculation Worksheets for those years.

² Values from the 2009 Abstract have been adjusted to the Net Assessed Value appearing on the May 6, 2009, Property Tax Oversight Commission 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 ⁽¹⁾		Collected through June 30, 2010 ⁽¹⁾	
				Amount	Percent of Original Levy	Amount	Percent of Adjusted Levy
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	-494	280,678	271,841	96.7%	280,507	99.9%
2005-06	302,127	-291	301,836	292,019	96.7%	301,776	100.0%
2006-07	330,240	-322	329,918	318,520	96.5%	329,818	100.0%
2007-08	362,535	-622	361,913	348,741	96.2%	361,634	99.9%
2008-09	379,674	-360	379,314	363,624	95.8%	378,409	99.8%
2009-10	402,062	-87	401,975	384,983	95.8%	384,983	95.8%

Source: Pima County Comprehensive Annual Financial Report, June 30, 2010.

⁽¹⁾ Amounts collected are on a cash basis rather than the modified accrual basis used in the financial statements.

PROPERTY TAX RATES - DIRECT AND OVERLAPPING GOVERNMENTS - 10 YEAR HISTORY⁽¹⁾
(Per \$100 Net Assessed Value)

Fiscal Year	Pima County	Regional Flood Control District ⁽²⁾		County Free Library	State of Arizona	State Education Assistance	Junior College District	City of Tucson	City of South Tucson	Central AZ Water Conservation District ⁽³⁾
2002/03	4.9328	0.3546	0.3546	0.2124	0.0000	0.4889	1.5333	1.1202	0.2706	0.1300
2003/04	4.9311	0.3546	0.3546	0.2124	0.0000	0.4717	1.4884	1.1569	0.2513	0.1200
2004/05	4.9297	0.3546	0.3546	0.2124	0.0000	0.4560	1.3428	1.1847	0.2383	0.1200
2005/06	4.8290	0.3746	0.3746	0.2575	0.0000	0.4358	1.3114	1.2364	0.2383	0.1200
2006/07	4.5985	0.3746	0.3746	0.3675	0.0000	0.0000	1.2515	1.2257	0.2383	0.1200
2007/08	4.3253	0.3446	0.3446	0.3975	0.0000	0.0000	1.1845	1.1321	0.2258	0.1000
2008/09	4.0374	0.2935	0.2935	0.3393	0.0000	0.0000	1.1355	0.9601	0.2143	0.1000
2009/10	4.0639	0.2635	0.2635	0.2643	0.0000	0.3306	1.0770	0.9344	0.2035	0.1000
2010/11	4.1063	0.2635	0.2635	0.3100	0.0000	0.3564	1.0848	0.9550	0.1999	0.1000
2011/12	4.2396	0.2635	0.2635	0.3460	0.0000	0.4259	1.1094	1.1621	2.6603	0.1000

⁽¹⁾ Some rates apply to limited areas or base measures.

⁽²⁾ The Regional Flood Control District property tax applies to real property and not personal property.

⁽³⁾ Under the Central Arizona Water Conservation District is a Ground Water Replenishment District with a per Acre Foot Water Fee of \$198.00 in fiscal year 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, \$305.00 in 2008/09, \$333.00 in 2009/10, \$377.00 in 2010/11, and \$427.00 in 2011/12. Beginning with fiscal year 2011/12, the District also levies a Membership Dues Fee of \$4.34 per lot.

**PIMA COUNTY POPULATION
CITIES & TOWNS AND
UNINCORPORATED AREAS: 2000 - 2010**

Year	Incorporated Towns & Cities		Unincorporated Pima County		Total Pima County	
	Population	Annual % Change	Population	Annual % Change	Population	Annual % Change
2000	542,924	--	305,451	--	848,375	--
2001	553,466	1.94%	312,235	2.22%	865,701	2.04%
2002	563,953	1.89%	317,576	1.71%	881,530	1.83%
2003	576,879	2.29%	320,959	1.07%	897,838	1.85%
2004	587,368	1.82%	326,643	1.77%	914,011	1.80%
2005	603,877	2.81%	336,127	2.90%	940,004	2.84%
2006	614,871	1.82%	344,603	2.52%	959,474	2.07%
2007	625,861	1.79%	351,397	1.97%	977,258	1.85%
2008	630,301	0.71%	353,731	0.66%	984,032	0.69%
2009	630,024	-0.04%	354,250	0.15%	984,274	0.02%
2010	627,849	-0.35%	353,319	-0.26%	981,168	-0.32%

Note: Population estimates as of July 1 for the indicated year.

Source: Arizona Department of Administration, Office of Employment and Population Statistics.

**POPULATION ESTIMATES & PROJECTIONS
PIMA COUNTY COMPARED WITH
ARIZONA, MARICOPA COUNTY AND OTHER COUNTIES
FOR YEARS 2000 - 2010, 2020, 2030, 2040, and 2050**

Year	Arizona	Pima County		Maricopa County		Other Counties	
	Population	Population	% of State	Population	% of State	Population	% of State
2000	5,175,581	848,375	16.39%	3,092,927	59.76%	1,234,279	23.85%
2001	5,287,510	865,701	16.37%	3,173,219	60.01%	1,248,590	23.61%
2002	5,411,164	881,530	16.29%	3,261,203	60.27%	1,268,431	23.44%
2003	5,554,235	897,838	16.16%	3,353,875	60.38%	1,302,522	23.45%
2004	5,725,610	914,011	15.96%	3,466,592	60.55%	1,345,007	23.49%
2005	5,924,476	940,004	15.87%	3,577,074	60.38%	1,407,398	23.76%
2006	6,116,409	959,474	15.69%	3,663,915	59.90%	1,493,020	24.41%
2007	6,274,981	977,258	15.57%	3,753,413	59.82%	1,544,310	24.61%
2008	6,368,649	984,032	15.45%	3,808,829	59.81%	1,575,788	24.74%
2009	6,389,081	984,274	15.41%	3,821,136	59.81%	1,583,671	24.79%
2010	6,401,569	981,168	15.33%	3,824,058	59.74%	1,596,343	24.94%
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%

Note: Population as of July 1 for the year indicated.

Source for July 1, 2000, to July 1, 2010, population estimates: Arizona Department of Administration, Office of Employment and Population Statistics.

Source for July 1, 2020, 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**

Year	Population as of July 1	Total Employment	Unemployment Rate	Natural Resources &		Construction	Manufacturing	Private Service Providers	Government Services
				Mining					
2001	865,701	395,500	4.3%	1,800		22,700	33,000	213,100	73,800
2002	881,530	399,000	5.7%	1,500		22,500	30,500	213,400	74,900
2003	897,838	405,600	5.3%	1,100		22,900	28,600	216,800	75,700
2004	914,011	417,500	4.6%	1,300		24,000	28,400	226,400	76,900
2005	940,004	418,200	4.5%	1,400		25,700	28,300	234,200	77,100
2006	959,474	429,300	3.9%	1,600		27,900	28,100	245,700	76,300
2007	977,258	439,600	3.6%	1,800		26,500	27,500	251,700	77,900
2008	984,032	449,900	5.6%	1,900		22,800	27,200	249,800	79,800
2009	984,274	447,100	8.8%	1,700		16,600	25,100	239,300	79,100
2010	981,168	447,000	9.0%	1,800		14,900	24,000	234,400	78,300

Sources: Calendar year employment and unemployment rate information from U.S. Department of Labor, Bureau of Labor Statistics.
Population estimates from Arizona Department of Administration, Office of Employment and Population Statistics.

PIMA COUNTY GOVERNMENT ADDRESSES & TELEPHONE NUMBERS

NOTE: Area Code is 520 for all areas. City, State & ZIP Code is Tucson, AZ 85701 unless otherwise noted.

County Operator			740-8011
Telecommunications Device for the Hearing Impaired			740-8093
Superior Court Building		110 W. Congress Street	
Old Courthouse		115 N. Church Avenue	
Administration Building		130 W. Congress Street	
Health & Welfare Building		150 W. Congress Street	
Legal Services Building		32 N. Stone Avenue	
Public Works Building		201 N. Stone Avenue	
Bank of America Building		33 N. Stone Avenue	
County Administration			
Supervisor District 1	Ann Day	130 W. Congress St, 11 th Fl	740-2738
Supervisor District 2	Ramón Valadez	130 W. Congress St, 11 th Fl	740-8126
Supervisor District 3	Sharon Bronson	130 W. Congress St, 11 th Fl	740-8051
Supervisor District 4	Raymond Carroll	130 W. Congress St, 11 th Fl	740-8094
Supervisor District 5	Richard Elías	130 W. Congress St, 11 th Fl	740-8126
Assessor	Bill Staples	115 N. Church Ave, 3 rd Fl	740-8172
Clerk of the Board	Lori Godoshian	130 W. Congress St, 5 th Fl	740-8449
County Administrator	C. H. Huckelberry	130 W. Congress St, 10 th Fl	740-8751
Elections	Brad R. Nelson	6550 S. Country Club Tucson, AZ 85756	351-6830
Finance & Risk Management	Tom Burke	130 W. Congress St, 10 th Fl	740-3030
Forensic Science Center	Dr. Gregory Hess	2825 E. District St Tucson, AZ 85714	243-8600
Human Resources	Gwyn Hatcher	150 W. Congress St, 4 th Fl	740-8672
Information Technology	Lionel Bittner	33 N Stone, 17 th Fl	243-7580
Office of Emergency Mgmt & Homeland Security	Mike Hein	33 N. Stone, 14th Fl	798-0600
Procurement	George Widugiris	130 W. Congress St, 3 rd Fl	740-8161
Recorder	F. Ann Rodriguez	115 N. Church Ave, 1 st Fl	740-4350
Treasurer	Elizabeth Ford	115 N. Church Ave, 1 st Fl	740-8775
Community & Economic Development			
Community & Economic Development Admin	Hank Atha	130 W. Congress St, 10 th Fl	740-3992
Community Development & Neighborhood Conservation	Margaret Kish	2797 E. Ajo Way Tucson, AZ 85713	243-6745
Community Services, Employment & Training	Art Eckstrom	2797 E. Ajo Way Tucson, AZ 85713	243-6741
Economic Development & Tourism	Tom Moulton	33 N. Stone Ave, 7 th Fl	243-7353
County Free Library	Nancy Ledebor	101 N. Stone Ave, 4 th Fl	594-5601
Kino Sports Complex	Chris Bartos	2500 E. Ajo Way Tucson, AZ 85713	434-1301
School Superintendent	Dr. Linda Arzoumanian	130 W. Congress St, 4th Fl	740-8451
Stadium District	Chris Bartos	2500 E. Ajo Way Tucson, AZ 85713	434-1301

PIMA COUNTY GOVERNMENT ADDRESSES & TELEPHONE NUMBERS

Justice & Law Enforcement

Clerk of the Superior Court	Patricia A. Noland	110 W. Congress St, 1 st Fl	740-3201
Constables	Vince Roberts, Admin Constable	32 N. Stone Ave, 1 st Fl	740-5442
County Attorney	Barbara LaWall	32 N. Stone Ave, 14 th Fl	740-5622
Indigent Defense	Isabel Garcia, Legal Defender	32 N. Stone Ave, 8 th 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 Keith Bee	115 N. Church Ave	740-3505
Juvenile Court	Presiding Judge Karen Adam	2225 E. Ajo Way, Tucson, AZ 85713	243-2262
Office of Court Appointed Counsel	Lindy Funkhouser	130 W. Congress St, 10th Fl	740-8311
Public Fiduciary	Anita Royal	32 N. Stone Ave. 4th Floor	740-5471
Sheriff	Clarence W. Dupnik	1750 E. Benson Highway, Tucson, AZ 85714	741-4700
Superior Court	Presiding Judge Sarah Simmons	110 W. Congress St, 4 th Fl	740-3932

Office of Medical & Health Services

Health	Sherry Daniels	3950 S. Country Club Rd, Ste 100 Tucson, AZ 85714	243-7704
Institutional Health	Larry Kraus	3950 S. Country Club Rd, Ste 300 Tucson, AZ 85714	243-7838
Pima Health System & Services	Honey Pivrotto	3950 S. Country Club Rd, Ste 400 Tucson, AZ 85714	243-7853

Public Works

Capital Projects	Mary Tyson	130 W. Congress, 9 th Fl	243-4473
Development Services	Carmine DeBonis, Jr.	201 N. Stone Ave, 1 st Fl	740-6506
Environmental Quality/ Solid Waste Management	Ursula Kramer	33 N. Stone Ave, Ste 700	243-7454
Facilities Management	Reid H. Spaulding	150 W. Congress St, 5 th Fl	740-3104
Fleet Services	Frank Samaniego	1301 S. Mission Rd Tucson, AZ 85713	740-5920
Natural Resources, Parks & Recreation	Rafael Payan	3500 W. River Rd Tucson, AZ 85741	877-6262
Office of Sustainability & Conservation	Linda Mayro	201 N. Stone Ave, 6 th Fl	740-6457
Public Works Admin	John Bernal	130 W. Congress St, 10 th Fl	740-8480
Regional Flood Control District	Suzanne Shields	97 E Congress, 3 rd Fl	243-1881
Regional Wastewater Reclamation	Jackson Jenkins	201 N. Stone Ave, 8 th Fl	740-6549
Transportation	Priscilla Cornelio	201 N. Stone Ave, 4 th Fl	740-6410

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