Pima County

Arizona

Adopted Budget

Fiscal Year 2013/2014

PIMA COUNTY, ARIZONA

ADOPTED BUDGET

FISCAL YEAR 2013/2014

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District 2

SHARON BRONSON, VICE CHAIR
District 3

RAYMOND CARROLL, MEMBER
District 4

ALLY MILLER, MEMBER
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Submitted by:

C. H. HUCKELBERRY
COUNTY ADMINISTRATOR

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PREFACE

The Fiscal Year 2013/2014 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 2013/2014 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 Schedule of Estimated Revenues and Expenditures/Expenses (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 2013/2014.

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 27, 2013

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

From: C. H. Huckelberry
County Administrator

Re **Fiscal Year 2013/2014 Adopted Budget**

Transmitted herewith is the budget for Fiscal Year 2013/2014, as adopted by the Board of Supervisors on June 18, 2013. This document provides the detail for the Fiscal Year 2013/2014 budget, which totals $1,266,899,617 in expenditures and $982,423,231 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 (General Government Services, Community Resources, Justice and Law, Health Services and Public Works) that 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 that includes the efforts of elected officials, department representatives, administrative staff throughout the County and the staff of the Budget Division. All those involved are to be commended for their efforts and contributions.

It should also be noted that the Fiscal Year 2012/2013 budget document received the Distinguished Budget Presentation Award from the Government Finance Officers Association. This is the 15th consecutive year the County's budget was 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 even though they may be necessary from time to time. 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. While the combined primary and secondary property rates authorized in the Fiscal Year 2013/14 Adopted Budget increased $0.2780 per $100 of net assessed value, the County will collect $4 million less from taxpayers than it did last year. This decrease follows a $12 million drop in the levy from last year and an $18 million drop from two years ago.

GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

Pima County

Arizona

For the Fiscal Year Beginning

July 1, 2012

Christopher P. Morrill

President

Executive Director

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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. The county has a foreign trade zone encompassing 565 acres on seven sites in the metropolitan Tucson area. South Tucson and portions of the City of Tucson are located in an Empowerment Zone. Employment tax credits, property tax reductions and other incentives to reduce operating costs are available for businesses locating within these zones.

CLIMATE CHARACTERISTICS

	Month with Highest Average	Month with Lowest Average	Annual Average
Daily Max Temperature[1]	June (100.3º)	December (64.8º)	83.1º
Daily Min Temperature[1]	July (74.4º)	December (39.1º)	55.8º
Average Precipitation[1]	August (2.39")	June (0.20")	Total Rainfall 11.59"
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 Climatic Data Center 1981-2010 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. Six airlines provide air service to Arizona cities and other states for 3.66 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

The corporate income tax in Arizona is 6.968 percent of taxable income, with a $50 minimum tax. Beginning in 2014, the tax rate will decrease each year until it equals 4.9 percent by 2017.

SALES TAX

Arizona has a general sales tax rate of 5.6 percent. South Tucson has a general sales tax of 2.5 percent and Marana, Oro Valley, Sahuarita, and Tucson have 2 percent 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 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 6.67 percent on the first $7,000 of wages for each employee during the calendar year based on the employer's rating. Employers also may be subject to a 0.10 percent 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

	1980	1990	2000	2010
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

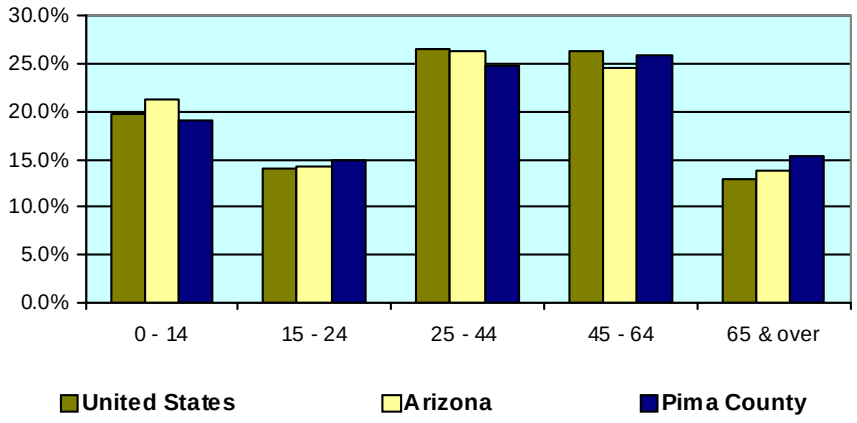
Average Annual Compounded Rate of Change

	1980 - 1990	1990 - 2000	2000 - 2010
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

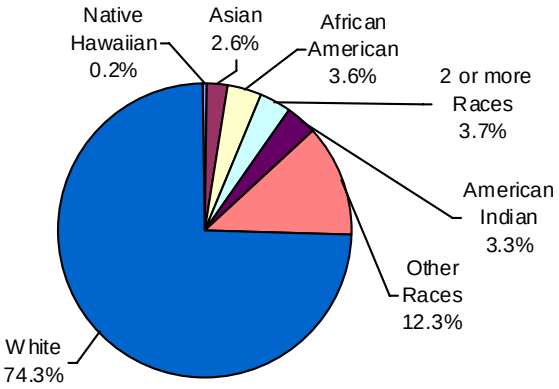


Source: Bureau of the Census, 2010 Census.

POPULATION DIVERSITY

Racial Mix

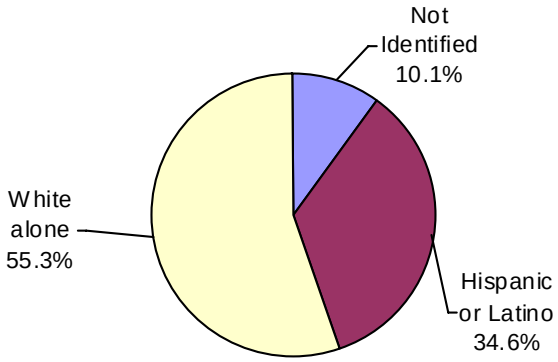
(PERCENT OF TOTAL POPULATION, 2010)



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

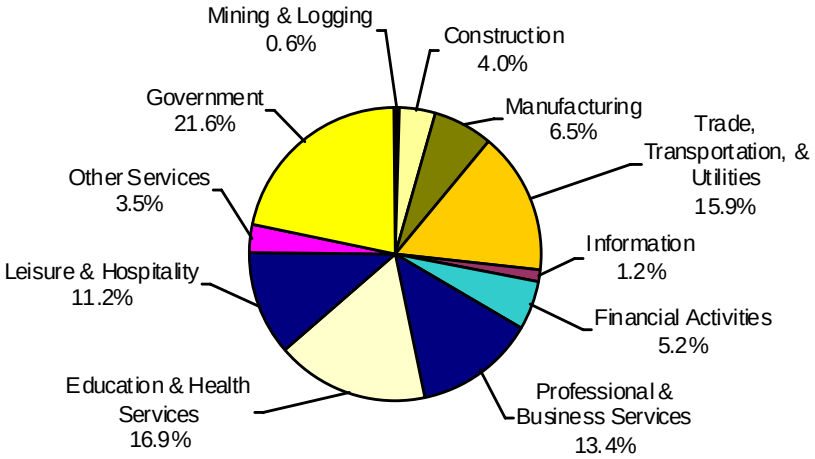
UNEMPLOYMENT RATES

	2007	2008	2009	2010	2011	2012
Pima County	3.6%	5.7%	9.0%	9.4%	8.3%	7.3%
Arizona	3.7%	6.0%	9.8%	10.4%	9.4%	8.3%
United States	4.6%	5.8%	9.3%	9.6%	8.9%	8.1%

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

EMPLOYMENT BY INDUSTRY

Percent of Non-Farm Employment, 2012



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

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

Company	Employment Sector	Employees 2011	Employees 2012
University of Arizona	Government (College Education)	10,681	10,846
Raytheon Missile Systems	Manufacturing	10,500	10,300
Davis-Monthan Air Force Base	Government (Military)	8,566	9,100
State of Arizona	Government	9,061	8,807
Wal-Mart Stores Inc.	Trade (Retail)	7,300	7,450
Pima County *	Government	7,362	7,314
Tucson Unified School District	Government (K -12 Education)	6,674	6,790
U.S. Customs and Border Protection	Government	6,000	6,500
The University of Arizona Health Network	Services (Health)	5,594	6,099
Freeport-McMoRan Copper & Gold Inc.	Mining	5,068	5,463
City of Tucson *	Government	4,944	4,938
Tohono O'odham Nation	Government	4,350	4,350
Carondelet Health Network	Services (Health)	4,635	3,668
TMC HealthCare	Services (Health)	2,904	2,977
Fry's Food Stores	Trade (Grocery)	3,100	2,700
Pima Community College	Government (College Education)	2,386	2,384
Asarco LLC	Mining	2,348	2,297
Afni Inc.	Services (Business)	2,198	2,199
Southern Arizona VA Health Care System	Government (Health)	2,151	2,182
Sunnyside Unified School District	Government (K -12 Education)	2,125	2,083
Citi	Services (Financial)	2,000	2,000

* Budgeted full-time equivalents reported by Pima County and City of Tucson for fiscal years 2011/12 and 2012/13.

Source: The Star 200 Directory, published by The Arizona Daily Star (April 28, 2013) and Pima County Budget Division.

MAJOR MANUFACTURERS (Manufacturers with 200 or more employees)

Company	Type of Business	Employees 2011	Employees 2012
Raytheon Missile Systems	Military and Defense	10,500	10,300
IBM	Manufacturing and Research	1,350	1,375
Ventana Medical Systems	Manufacturing and Research	1,070	1,150
Bombardier Aerospace	Aerospace and Aircraft	709	776
B/E Aerospace	Aerospace and Aircraft	500	680
Honeywell Aerospace	Aerospace and Aircraft	650	650
Texas Instruments	Manufacturing and Research	370	370
Sargent Aerospace & Defense	Aerospace and Aircraft	275	313
FLSmidth Krebs	Manufacturing and Research	267	306
Universal Avionics Systems Corp.	Aerospace and Aircraft	242	271
CAID Industries Inc.	Manufacturing and Research	230	210

Source: The Star 200 Directory, published by The Arizona Daily Star (April 28, 2013).

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

Industry	2007	2008	2009	2010	2011	2012
Trade, Transportation & Utilities	64,300	62,700	58,200	56,900	57,700	57,700
Educational & Health Services	54,700	57,100	58,500	58,300	59,800	61,000
Professional & Business Services	52,600	51,400	47,100	45,700	46,700	48,200
Leisure & Hospitality	40,200	40,400	38,700	38,100	39,100	40,400
Manufacturing	27,500	27,200	25,100	24,000	23,400	23,300
Construction	26,500	22,800	16,600	15,000	14,500	14,300
Financial Activities	19,100	18,200	18,700	18,900	18,800	18,900
Information	5,900	5,300	4,700	4,300	4,200	4,300
Mining & Logging	1,800	1,900	1,700	1,800	1,900	2,100
Other Services	15,000	14,600	13,400	12,700	12,500	12,700
Government	77,900	79,800	79,100	78,200	76,800	78,000
Total Non-Farm Employment	385,400	381,400	361,800	353,900	355,400	360,900

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, 2012

Occupations	Percent of Total
Office and Administrative Support	17.4%
Food Preparation and Serving Related	9.7%
Sales and Related	9.7%
Healthcare Practitioners and Technical	6.6%
Education, Training, and Library	6.3%
Management	5.4%
Transportation and Material Moving	4.7%
Installation, Maintenance, and Repair	4.4%
Business and Financial Operations	4.3%
Healthcare Support	3.8%
Construction and Extraction	3.6%
Building and Grounds Cleaning and Maintenance	3.4%
Production	3.3%
Protective Service	3.3%
Personal Care and Service	3.1%
Computer and Mathematical	2.9%
Architecture and Engineering	2.7%
Community and Social Service	2.0%
Arts, Design, Entertainment, Sports, and Media	1.4%
Life, Physical, and Social Science	1.1%
Legal	0.8%
Farming, Fishing, and Forestry	0.1%

Source: U.S. Department of Labor, Bureau of Labor Statistics, May 2012.

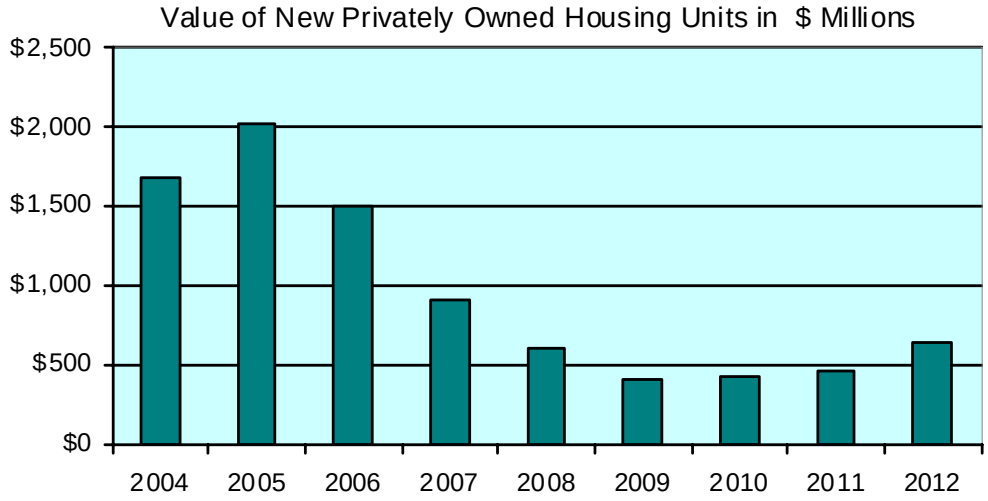
NEW COMPANIES IN PIMA COUNTY (New company announcements from July 2012 to June 2013)

Company Name	Product or Service	Projected # of Jobs
Aris Integration, LLC	Business Services – Alternative Energy	600
Accelerate Diagnostics	Business Services – Bioscience	300
Infinity Insurance	Business Services – Call Center	300
Sorenson Communications	Business Services – Call Center	270
Integrated Technologies Group	Business Services – Aerospace/Defense	200

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

CONSTRUCTION ACTIVITY

PIMA COUNTY VALUE OF NEW PRIVATELY OWNED HOUSING UNITS AUTHORIZED

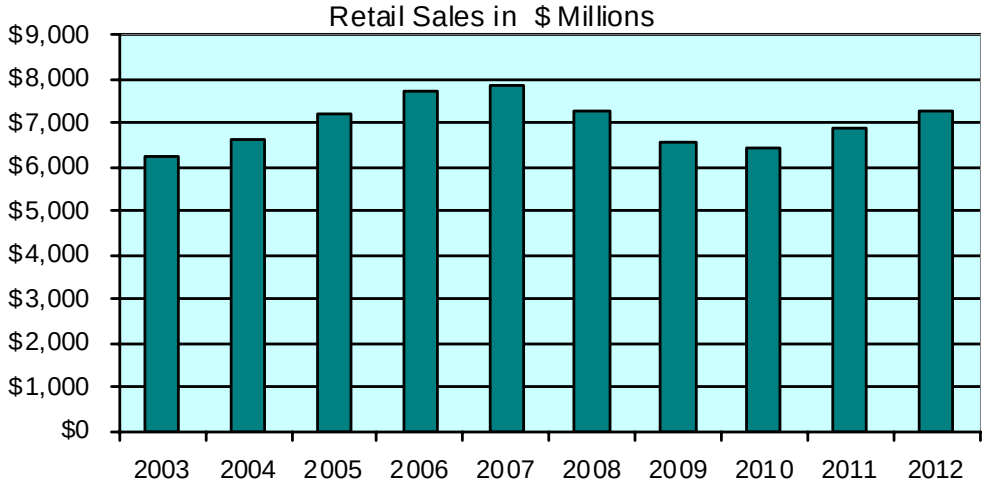


Note: In prior years, construction activity was illustrated by the Pima County Value of Total Building Permits. However, that data is no longer available.

Source: U.S. Department of Commerce, United States Census Bureau

RETAIL SALES

PIMA COUNTY RETAIL SALES (not including food sales)



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

INTRODUCTION

ORGANIZATION

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

REPORTING RELATIONSHIPS

Because of Arizona's constitutional provisions and the requirements promulgated by Arizona Revised Statutes, the government of Pima County is organized to have a direct and indirect relationship with the Board of Supervisors. The Board of Supervisors has direct control over the County's general government functions; community services; indigent defense; medical, health, and welfare services; and public works functions. These broad functions include the County's internal governmental administrative/management activities; maintenance and construction of the County's sewerage and sanitation infrastructures; County streets, roads, and bridges which comprise the County's transportation infrastructure; natural resources, parks, community centers, recreational facilities, and libraries; and numerous clinics. Indirect relationships are maintained with the elected officials.

BOARD OF SUPERVISORS

The Pima County Board of Supervisors is responsible for establishing the policies of the County that provide direction for the various departments and for appointing a County Administrator. The Board has the legal authority and responsibility to establish spending limits and approve the budgets of all County departments, including those of the elected officials. The Board also sets the amount of taxes to be levied in the County.

The members of the Board of Supervisors also sit as the Board of Directors for the Air Quality Control District, the Board of Deposit, the Flood Control District, various improvement districts, the Library District, the Stadium District, and as the Zoning Enforcement Board of Appeals. They are members of several statutory boards, commissions, and/or committees and various regional organizations such the Pima Association of Governments, Visit Tucson (formerly known as the Metropolitan Tucson Convention and Visitors Bureau), and the Tucson Regional Economic Opportunities Board. The Board of Supervisors is 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 General Government Services, Community Resources, Justice & Law, 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:

GENERAL GOVERNMENT SERVICES

General Government Services 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; Facilities Management; Finance & Risk Management; Fleet Services; Human Resources; Information Technology; Non Departmental; Office of Emergency Management and Homeland Security; Office of Sustainability & Conservation; Procurement; Recorder; and the Treasurer.

COMMUNITY RESOURCES

Community Resources 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; Natural Resources, Parks & Recreation; School Superintendent; and the Stadium District.

JUSTICE & LAW

Justice & Law 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; Forensic Science Center; Justice Court Ajo; Justice Court Green Valley; Justice Courts Tucson; Juvenile Court; Legal Defender; Office of Court Appointed Counsel; Public Defender; Public Fiduciary; Sheriff; and Superior Court.

HEALTH SERVICES

Health Services provides various public health and animal control services, as well as medical assistance to indigents. The component departments are Environmental Quality; Health; Office of Medical Services; and Solid Waste Management.

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; Public Works Administration; Regional Flood Control District; Regional Wastewater Reclamation; and Transportation.

THE BUDGETARY PROCESS

FUND COMPOSITION

The County adopts budgets for all governmental and enterprise funds. The internal service funds, Fleet Services, Health Benefits Trust, Print Shop, 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 unit/object 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 2013/2014 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, departments prepare both revenue and expenditure projections on a monthly basis and the projections are 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 personnel services, operating expenses, 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

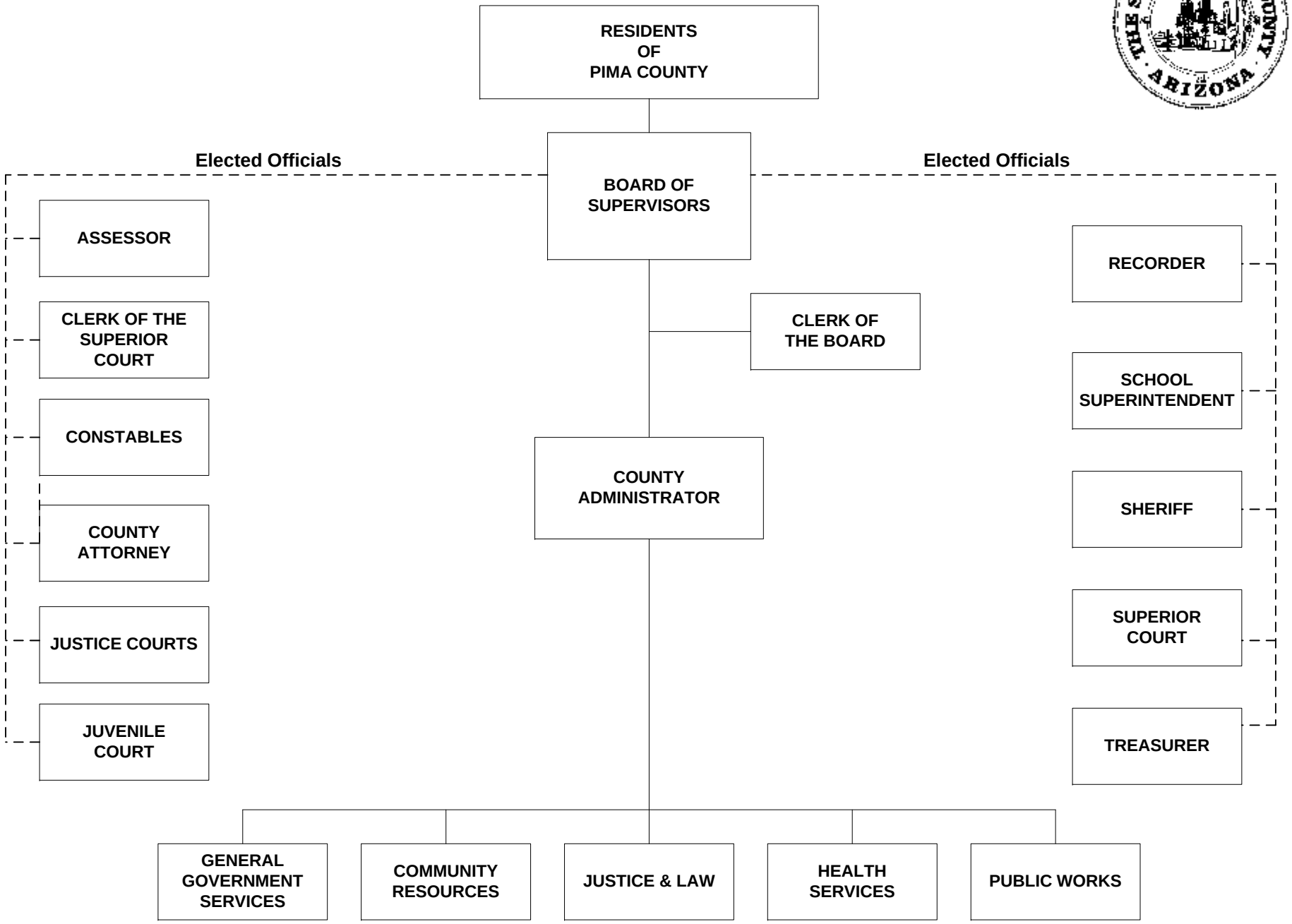
On an annual basis, the County Administrator's office prepares a five-year Capital Improvement Plan (CIP) and a one-year Capital Improvement Budget (CIB). A summary of capital improvement projects for fiscal year 2013/14-2017/18 and beyond is provided in the Capital Improvement Program section, and a capital improvement program overview is provided in the Budget Overview section.

Preparation and Approval Timetable

Fiscal year 2012/13 was the first year that the County's Operating, Capital Improvement Program and Grant Budgets were prepared in the new enterprise level Planning and Budgeting System. A timetable for the budget preparation and approval processes for fiscal year 2013/14 is provided below.

November 5, 2012	Planning And Budgeting System (the budget system), released for early budgeting and year end forecasts
November 5, 2012	Base target budgets, assumptions, and other information are distributed to departments
October/ November 2012	Budget training for department representatives
December 14 2012	Initial General Government Revenue Forecast
January 11, 2013	Operational and CIP Budget due to the Budget Division and Finance CIP from department
February 14, 2013	County Administrator department meetings regarding CIP budgets
February 18, 2013	County Administrator meets with County Budget Division staff
February 15, 2013 – April 19, 2013	County Administrator gives direction to the Budget Division
April 26, 2013	County Administrator submits Recommended Budget to the Board
May 1, 2013	General Fund department carry forward requests due
May 14, 2013	Board of Supervisors Recommended Budget public hearings
May 14, 2013	Board of Supervisors Tentative Budget adoption
June 18, 2013	Board of Supervisors Final Budget adoption
August 19, 2013	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 Statutes (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 property taxation and secondary property taxation. This amount, plus all other sources of revenue, as estimated, and restricted and unrestricted 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 2013/14 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 § 42-17151 requires the primary property tax levy and rate and the secondary property tax levy and rate adopted by the Board of Supervisors for the purpose of retiring principal and paying interest on general obligation bonds shall be fixed using the net assessed values of real and personal property from the assessment roll of the County as transmitted pursuant to ARS § 42-17052 by the Assessor on or before February 10th of each year, unless subsequent changes in such values are approved by the Property Tax Oversight Commission. Pima County also uses the net assessed values from this assessment roll in fixing other secondary property tax rates in the adopted budget. Although the County's secondary tax rates are fixed using the February values, the amounts adopted by the Board of Supervisors on or before the third Monday in August for the secondary tax levies of the County Free Library District and the Flood Control District 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 2013/14 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 Regional 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 secondary net 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. 2013 - 44
PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE BUDGET
FISCAL YEAR 2013/2014

WHEREAS, in accordance with the provisions of A.R.S. §42-17101 et seq., the Board of Supervisors did, on May 21, 2013, 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 18, 2013, 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 2013/2014.

Passed and adopted this 18th day of June, 2013.

Chairman
Pima County Board of Supervisors

JUN 18 2013

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Deputy County Attorney
CHRISTOPHER STRAUB

RESOLUTION NO. 2013 - LD 1

PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE
COUNTY FREE LIBRARY DISTRICT BUDGET FOR
FISCAL YEAR 2013/2014

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 21, 2013, 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 18, 2013, 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 2013/2014.

Passed and adopted this 18th day of June, 2013.

Chairman
Pima County Free Library District Board

JUN 18 2013

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Deputy County Attorney
CHRISTOPHER STRAUB

RESOLUTION NO. 2013 - FC 5

PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE
FLOOD CONTROL DISTRICT BUDGET FOR
FISCAL YEAR 2013/2014

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 21, 2013, 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 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 18, 2013, 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 2013/2014.

Passed and adopted this 18th day of June, 2013.

Chairman
Pima County Flood Control District Board

JUN 18 2013

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Deputy County Attorney
CHRISTOPHER STRAUB

RESOLUTION NO. 2013 - SD 1

PIMA COUNTY
RESOLUTION FOR THE ADOPTION OF THE
STADIUM DISTRICT BUDGET FOR
FISCAL YEAR 2013/2014

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 21, 2013, 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 18, 2013, 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 2013/2014.

Passed and adopted this 18th day of June, 2013.

Chairman
Pima County Stadium District Board

JUN 18 2013

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Deputy County Attorney
CHRISTOPHER STRAUB

RESOLUTION NO. 2013 – 74

RESOLUTION OF THE PIMA COUNTY BOARD OF SUPERVISORS FOR THE LEVY OF TAXES FOR FISCAL YEAR 2013/2014

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 21, 2013, 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 18, 2013, 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 2013/2014; and

WHEREAS, pursuant to A.R.S. §42-17104, a meeting was held on June 18, 2013, 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, the Pima County Board of Supervisors has received information enabling the Board to determine the amount of taxes and/or special assessments to be imposed on property within the various school districts, municipalities, and special taxing districts in the County for Fiscal Year 2013/2014, by or on behalf of those entities; and

WHEREAS, public notice of the levy of taxes was given as required by law,

NOW, THEREFORE, BE IT RESOLVED, that the following taxes and special assessments are to be levied upon property located in Pima County for payment of taxes for Fiscal Year 2013/2014 for the entities listed:

PIMA COUNTY FISCAL YEAR 2013/14 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
STATE OF ARIZONA:			
State of Arizona Property Tax			
Primary	7,559,129,097	0	0.0000
STATE (EDUCATION) EQUALIZATION ASSISTANCE TAX:			
Primary	7,559,129,097	38,725,418	0.5123
PIMA COUNTY:			
Primary			
General Fund	7,559,129,097	277,155,468	3.6665
Secondary			
County Free Library	7,590,546,275	28,487,320	0.3753
Debt Service	7,623,691,280	59,464,792	0.7800
Fire District Assistance	7,623,691,280	3,476,404	0.0456
Flood Control District	6,768,456,641	17,834,883	0.2635
TOTAL PIMA COUNTY		386,418,867	5.1309
UNORGANIZED SCHOOL DISTRICT TAX:			
Primary	18,100,983	384,917	2.1265
PIMA COMMUNITY COLLEGE:			
Primary	7,559,129,097	96,348,660	1.2746
Secondary	7,623,691,280	1,422,750	0.0187
TOTAL PIMA COMMUNITY COLLEGE		97,771,410	1.2933
CENTRAL ARIZONA WATER CONSERVATION DISTRICT:			
Ad Valorem Secondary	7,590,546,275	7,590,546	0.1000
Water Storage Secondary	7,590,546,275	3,036,219	0.0400
Ground Water Replenishment			
Category 1 Member Lands			
Water Usage (rate per acre-foot and usage of 1,364.40 acre-feet)		747,691	548.0000
Membership Dues (rate per lot, with 17,759 lots assessed)		148,820	8.3800
Total Category 1 Member Lands		896,511	
Category 2 Member Lands			
Water Usage (rate per acre-foot and no usage)		0	473.0000

PIMA COUNTY FISCAL YEAR 2013/14 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
CITY OF TUCSON:			
Primary	3,114,079,421		
Primary		13,119,610	0.4213
Involuntary Tort Judgments (Arizona Administrative Code Regulation 15-12-202)		3,213,750	0.1032
TOTAL PRIMARY		16,333,360	0.5245
Secondary	3,151,042,287	28,545,292	0.9059
TOTAL CITY OF TUCSON		44,878,652	1.4304
CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT:		438,743	list attached
CITY OF SOUTH TUCSON:			
Primary	21,690,054	54,832	0.2528
Secondary	22,125,702	602,888	2.7248
TOTAL CITY OF SOUTH TUCSON		657,720	2.9776
STREET LIGHTING IMPROVEMENT DISTRICTS:			
Cardinal Estates	602,871	5,815	0.9646
Carriage Hills No. 1	2,057,565	3,544	0.1722
Carriage Hills No. 3	872,566	1,215	0.1392
Desert Steppes	1,466,217	2,126	0.1450
Hermosa Hills Estates	2,271,912	1,822	0.0802
Lakeside No. 1	1,569,130	2,835	0.1807
Littletown	1,338,915	10,104	0.7546
Longview Estates No. 1	1,952,170	3,848	0.1971
Longview Estates No. 2	2,325,419	4,455	0.1916
Manana Grande "B"	1,799,839	3,038	0.1688
Manana Grande "C"	2,129,877	4,962	0.2330
Midvale Park	7,382,975	5,911	0.0801
Mortimore Addition	3,218,386	12,837	0.3989
Oaktree No. 1	673,883	9,939	1.4749
Oaktree No. 2	552,544	7,800	1.4117
Oaktree No. 3	691,310	10,225	1.4791
Orange Grove Valley	1,089,665	3,134	0.2876
Peach Valley	411,708	1,550	0.3765
Peppertree	10,724,109	4,340	0.0405
Rolling Hills	5,204,194	7,290	0.1401
Salida del Sol	504,888	6,411	1.2698

PIMA COUNTY FISCAL YEAR 2013/14 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
FIRE DISTRICTS:			
Arivaca	4,444,829	111,121	2.5000
Avra Valley	31,130,256		
Operations		1,011,732	3.2500
Bonds		186,782	0.6000
Total Avra Valley		1,198,514	3.8500
Corona de Tucson	43,050,017	1,205,400	2.8000
Drexel Heights	178,953,828		
Operations		5,815,999	3.2500
Bonds		620,075	0.3465
Total Drexel Heights		6,436,074	3.5965
Golder Ranch	605,743,994		
Operations		11,024,541	1.8200
Bonds		848,042	0.1400
Total Golder Ranch		11,872,583	1.9600
Green Valley	335,238,045	7,408,761	2.2100
Hidden Valley	13,573,139	101,800	0.7500
Mescal-J6	3,815,868	40,529	1.0621
Mt. Lemmon	15,386,627	500,065	3.2500
Mountain Vista	253,644,601	3,703,211	1.4600
Northwest	943,310,315		
Operations		25,400,000	2.6926
Bonds		3,100,380	0.3287
Total Northwest		28,500,380	3.0213
Picture Rocks	33,713,959		
Operations		1,095,704	3.2500
Bonds		227,232	0.6740
Total Picture Rocks		1,322,936	3.9240
Rincon Valley	95,825,324		
Operations		2,602,064	2.7154
Bonds		518,533	0.5411
Total Rincon Valley		3,120,597	3.2565
Sabino Vista	27,343,319	348,108	1.2731
Sonoita-Elgin	5,489,515	108,692	1.9800
Tanque Verde Valley	10,865,401	153,400	1.4118
Three Points	30,315,727		
Operations		985,260	3.2500
Bonds		454,736	1.5000
Total Three Points		1,439,996	4.7500
Tucson Country Club Estates	17,310,937	107,000	0.6181
Why	1,017,336	30,417	2.9900

PIMA COUNTY FISCAL YEAR 2013/14 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
HEALTH DISTRICTS:			
Ajo-Lukeville Health District	14,997,971	112,485	0.7500
TUCSON UNIFIED SCHOOL DISTRICT NO 1:			
Primary	3,002,397,412		
Maintenance & Operation		177,081,399	5.8980
Unrestricted Capital		2,416,930	0.0805
Adjacent Ways		813,650	0.0271
TOTAL PRIMARY		180,311,979	6.0056
Secondary	3,029,356,410		
Class A Bond Interest and Redemption		32,456,525	1.0714
Class B Bond Interest and Redemption		10,751,186	0.3549
TOTAL SECONDARY		43,207,711	1.4263
MARANA UNIFIED SCHOOL DISTRICT NO 6:			
Primary	709,375,822		
Maintenance & Operation		29,700,147	4.1868
TOTAL PRIMARY		29,700,147	4.1868
Secondary	714,418,579		
Class A Bond Interest and Redemption		5,070,229	0.7097
Class B Bond Interest and Redemption		1,926,072	0.2696
Override Maintenance & Operation		6,018,262	0.8424
TOTAL SECONDARY		13,014,563	1.8217
FLOWING WELLS UNIFIED SCHOOL DISTRICT NO. 8:			
Primary	187,074,617		
Maintenance & Operation		8,288,154	4.4304
TOTAL PRIMARY		8,288,154	4.4304
Secondary	188,811,118		
Class A Bond Interest and Redemption		1,490,475	0.7894
Class B Bond Interest and Redemption		374,790	0.1985
Override Maintenance & Operation		2,447,559	1.2963
TOTAL SECONDARY		4,312,824	2.2842

PIMA COUNTY FISCAL YEAR 2013/14 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
AMPHITHEATER UNIFIED SCHOOL DISTRICT NO. 10:			
Primary	1,381,230,897		
Maintenance & Operation		60,303,160	4.3659
Adjacent Ways		299,727	0.0217
TOTAL PRIMARY		60,602,887	4.3876
Secondary	1,394,361,320		
Class B Bond Interest and Redemption		14,502,752	1.0401
Override Maintenance & Operation		6,900,694	0.4949
TOTAL SECONDARY		21,403,446	1.5350
SUNNYSIDE UNIFIED SCHOOL DISTRICT NO. 12:			
Primary	412,538,124		
Maintenance & Operation		14,611,275	3.5418
Adjacent Ways		825	0.0002
TOTAL PRIMARY		14,612,100	3.5420
Secondary	420,920,323		
Class A Bond Interest and Redemption		757,236	0.1799
Class B Bond Interest and Redemption		2,805,013	0.6664
Override Maintenance & Operation		2,576,032	0.6120
TOTAL SECONDARY		6,138,281	1.4583
TANQUE VERDE UNIFIED SCHOOL DISTRICT NO. 13:			
Primary	170,152,349		
Maintenance & Operation		6,450,305	3.7909
Unrestricted Capital		20,759	0.0122
TOTAL PRIMARY		6,471,064	3.8031
Secondary	170,709,751		
Class B Bond Interest and Redemption		938,904	0.5500
Override Maintenance & Operation		987,044	0.5782
Override Election K-3		119,326	0.0699
TOTAL SECONDARY		2,045,274	1.1981
AJO UNIFIED SCHOOL DISTRICT NO. 15:			
Primary	19,958,308		
Maintenance & Operation		776,019	3.8882
TOTAL PRIMARY		776,019	3.8882
Secondary	20,189,693	0	0.0000

PIMA COUNTY FISCAL YEAR 2013/14 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
CATALINA FOOTHILLS UNIFIED SCHOOL DISTRICT NO. 16:			
Primary	548,804,971		
Maintenance & Operation		20,099,982	3.6625
TOTAL PRIMARY		20,099,982	3.6625
Secondary	550,354,786		
Class B Bond Interest and Redemption		1,384,142	0.2515
Override Maintenance & Operation		2,292,778	0.4166
Override Election K-3		728,670	0.1324
Override Capital Outlay		1,999,989	0.3634
TOTAL SECONDARY		6,405,579	1.1639
VAIL UNIFIED SCHOOL DISTRICT NO. 20:			
Primary	411,951,177		
Maintenance & Operation		18,520,089	4.4957
Unrestricted Capital		533,889	0.1296
Adjacent Ways		846,560	0.2055
TOTAL PRIMARY		19,900,538	4.8308
Secondary	414,482,307		
Class B Bond Interest and Redemption		4,032,913	0.9730
Override Maintenance & Operation		5,663,901	1.3665
TOTAL SECONDARY		9,696,814	2.3395
SAHUARITA UNIFIED SCHOOL DISTRICT NO. 30:			
Primary	351,924,548		
Maintenance & Operation		13,690,217	3.8901
Adjacent Ways		1,000,170	0.2842
TOTAL PRIMARY		14,690,387	4.1743
Secondary	353,343,653		
Class B Bond Interest and Redemption		4,286,412	1.2131
Override Maintenance & Operation		3,405,173	0.9637
Override Capital Outlay		999,963	0.2830
TOTAL SECONDARY		8,691,548	2.4598

PIMA COUNTY FISCAL YEAR 2013/14 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
SAN FERNANDO ELEMENTARY SCHOOL DISTRICT NO. 35:			
Primary	1,244,998		
Maintenance & Operation		71,999	5.7831
TOTAL PRIMARY		71,999	5.7831
Secondary	1,265,493	0	0.0000
EMPIRE ELEMENTARY SCHOOL DISTRICT NO. 37:			
Primary	7,755,728		
Maintenance & Operation		85,003	1.0960
A.R.S. 15-992 B		2,536	0.0327
TOTAL PRIMARY		87,539	1.1287
Secondary	7,859,518	0	0.0000
CONTINENTAL ELEMENTARY SCHOOL DISTRICT NO. 39:			
Primary	303,006,930		
Maintenance & Operation		3,224,600	1.0642
Adjacent Ways		195,136	0.0644
A.R.S. 15-992 B		197,864	0.0653
TOTAL PRIMARY		3,617,600	1.1939
Secondary	305,320,754		
Class B Bond Interest and Redemption		1,019,161	0.3338
Override Maintenance & Operation		534,311	0.1750
TOTAL SECONDARY		1,553,472	0.5088
BABOQUIVARI UNIFIED SCHOOL DISTRICT NO. 40:			
Primary	1,055,574		
Maintenance & Operation		0	0.0000
TOTAL PRIMARY		0	0.0000
Secondary	1,055,574	0	0.0000
REDINGTON ELEMENTARY SCHOOL DISTRICT NO. 44:			
Primary	1,384,757		
Maintenance & Operation		66,745	4.8200
TOTAL PRIMARY		66,745	4.8200
Secondary	1,450,432	0	0.0000

PIMA COUNTY FISCAL YEAR 2013/14 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
ALTAR VALLEY ELEMENTARY SCHOOL DISTRICT NO. 51:			
Primary	31,278,067		
Maintenance & Operation		1,519,488	4.8580
TOTAL PRIMARY		1,519,488	4.8580
Secondary	31,402,131		
Override Maintenance & Operation		442,644	1.4096
TOTAL SECONDARY		442,644	1.4096
JOINT TECHNICAL EDUCATION DISTRICT			
Secondary	7,258,003,514	3,629,002	0.0500
DOMESTIC WATER IMPROVEMENT DISTRICTS:			
Mt. Lemmon Domestic Water District			
Secondary	13,506,007	363,500	2.6914
IMPROVEMENT DISTRICTS:			
Hayhook Ranch			
Secondary	1,344,230	36,000	2.6781
GLADDEN FARMS COMMUNITY FACILITIES DISTRICT:			
Secondary	14,826,252		
Maintenance & Operation		44,479	0.3000
Bond Indebtedness		370,656	2.5000
TOTAL SECONDARY		415,135	2.8000
GLADDEN FARMS PHASE II COMMUNITY FACILITIES DISTRICT:			
Secondary	143,338		
Maintenance & Operation		430	0.3000
TOTAL SECONDARY		430	0.3000
SAGUARO SPRINGS COMMUNITY FACILITIES DISTRICT			
Secondary	1,476,754		
Maintenance & Operation		4,430	0.3000
TOTAL SECONDARY		4,430	0.3000

PIMA COUNTY FISCAL YEAR 2013/14 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
VANDERBILT FARMS COMMUNITY FACILITIES DISTRICT:			
Secondary	894,423		
Maintenance & Operation		2,683	0.3000
TOTAL SECONDARY		2,683	0.3000
QUAIL CREEK COMMUNITY FACILITIES DISTRICT:			
Secondary	9,088,470		
Maintenance & Operation		27,265	0.3000
Bond Indebtedness		272,654	3.0000
TOTAL SECONDARY		299,919	3.3000
CORTARO-MARANA IRRIGATION DISTRICT APPROXIMATELY 12,154.50 ACRES			
Maintenance & Operation		838,660	69.0000
FLOWING WELLS IRRIGATION DISTRICT 1,681.77 ACRES			
Maintenance & Operation		32,542	19.3500
SILVERBELL IRRIGATION & DRAINAGE DISTRICT 1,912.15 ACRES			
Maintenance & Operation		5,736	3.0000
MOBILE HOME RELOCATION FUND ASSESSMENT			
Primary	Valuation Unavailable		0.5000
TOTAL		**1,132,091,094**	

FISCAL YEAR 2013/14 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY
11706089C	$2,566.42
11706166B	4,606.77
11706168A	3,059.60
11706168B	117.03
11706168C	520.72
117061740	242.41
11706177A	551.39
11706177B	962.77
117061780	289.13
11706179A	1,873.05
11706183B	5,676.98
11706187D	2,744.36
117061900	1,371.93
117061910	1,950.74
11706193B	561.29
11706193C	1,668.25
11706194A	525.64
11706195A	2,241.71
117061960	1,671.45
11706197A	1,230.69
117062000	649.06
117062010	2,614.05
117062050	1,307.09
117062060	1,499.35
117062070	2,122.59
117062080	1,307.09
117062090	1,307.09
117062100	3,452.36
117062110	537.07
117062120	992.89
117062160	2,007.90
117062170	2,996.97
11706218A	1,372.12
11706219D	2,851.98
11706219F	832.59
117062200	2,725.61
117067090	1,876.98
117067100	1,493.57
117067110	476.65
117067120	$112.97
117067130	807.51
117067190	3,763.18
117067200	690.24
117067210	621.15
117067220	12.29
117067230	1,260.25
117067240	757.11
117067250	125.88
117100600	1,593.88
117100610	888.21
117100620	1,432.90
117100630	1,573.23
11710065A	1,011.51
11710066A	907.94
117100670	733.02
117100680	257.90
11710069A	237.74
11710069B	315.55
117100710	49.17
11710075B	1,436.90
117100760	3,130.35
11710077A	1,346.42
117100780	421.89
11710079A	1,101.06
11710081D	927.80
11710082A	988.46
11710083A	522.44
117100840	451.51
11710089A	10,533.53
117100920	379.23
11710094A	287.04
117100950	322.68
117100960	539.96
117100970	232.03
11710098A	361.65
117100990	690.36
11710100A	898.11
117101010	1,916.19

FISCAL YEAR 2013/14 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY
117101020	$1,427.74
117101210	1,397.32
117101250	511.81
117101260	624.72
117101270	389.43
117101280	811.32
117101290	547.64
117101300	401.48
117101310	356.37
117101320	332.27
11710133A	729.02
117101350	455.02
117101360	393.71
117110160	1,053.86
117110170	12,685.44
117110180	568.60
11711020A	1,351.22
117110210	2,708.40
117110730	607.88
117110740	886.74
117110750	245.61
11711076A	968.05
11711076B	2,047.60
117110770	487.47
117110780	503.82
117110790	889.28
11711080A	24,672.78
11711080C	2,882.22
117110820	1,310.28
117110830	1,505.86
117110840	2,258.79
11711085A	2,844.36
117110890	876.84
117110900	3,687.64
117110910	1,091.60
117110920	980.22
11711096C	11,509.03
11711096D	8,595.64
11711096E	5,431.92

PARCEL ID #	TAX LEVY
117110980	$1,390.62
117110990	624.47
117111000	1,602.54
117111010	1,166.58
11711102A	1,237.81
117111040	1,408.07
117111050	1,488.65
117111060	323.48
117120030	93.12
11712006A	878.19
11712007A	3,540.31
117120080	3,837.92
117120130	598.47
117120140	853.42
117120150	249.54
11712017A	2,324.93
11712019A	557.91
117120200	2,812.52
117120210	3,007.79
117120220	779.91
117120280	755.39
117120290	766.45
117120300	468.35
117120310	2,199.54
11712033A	1,384.04
117120360	295.03
11712037A	1,900.80
117120470	1,576.67
11712048A	88.26
117120490	68.22
117120860	1,517.91
11712087B	5,311.14
11712087C	2,667.16
11712098A	17,866.65
11712099A	2,984.43
11712103C	21,445.38
117121240	483.11
117121250	462.51
117121260	471.06

FISCAL YEAR 2013/14 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY
117121270	$237.93
117121280	481.26
117121290	1,086.43
117121300	149.60
117121310	176.89
117121320	176.89
117121330	169.76
117121340	264.91
117121350	912.61
117121360	142.60
117121370	88.02
117121380	132.27
117121390	132.27
117121400	88.02
117121410	142.60
117121420	142.60
117121430	102.89
117121440	79.90
117121450	79.90
117121460	119.61
117121470	145.79
117121480	382.80
117121490	142.60
117121500	88.02
117121510	132.27
117121520	132.39
117121530	88.88
117121540	142.35
117121550	142.84
117121560	103.14
117121570	79.90
117121580	79.90
117121590	119.61
117121600	145.79
117121610	142.60
117121620	88.02
117121630	132.27
117121640	132.39
117121650	88.88
117121660	$142.35
117121670	142.84
117121680	102.89
117121690	79.90
117121700	79.90
117121710	119.61
117121720	145.79
117121730	135.34
117121740	80.52
117121750	132.27
117121760	132.39
117121770	88.88
117121780	142.35
117121790	142.84
117121800	102.89
117121810	79.90
117121820	79.78
117121830	119.61
117121840	144.93
117121850	290.11
117121860	211.93
117121870	441.43
117121880	203.20
117121890	363.25
117121900	3,454.51
117121910	311.01
117121920	976.78
117130250	805.79
117130260	188.57
11713027A	615.28
117130290	1,278.45
117130300	233.56
117130310	233.56
117130360	1,315.63
11713037A	1,164.37
117130390	4,572.35
117130400	2,410.49
117130410	1,839.24
117130420	1,040.64

FISCAL YEAR 2013/14 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY
117130430	$1,513.11
117131560	3,938.66
11713157A	2,746.08
11713158A	929.70
117131590	1,249.68
117131600	3,408.01
117131610	676.10
117131620	1,025.46
117131630	113.59
117131640	762.15
117131650	30.73
117131660	958.83
117131670	958.83
117131680	398.99
117131720	2,928.38
117131740	1,268.49
117131750	534.86
117131760	815.01
117131770	966.21
117131780	737.57
117131790	424.84
117131800	332.27
11713182A	3,007.30
117131830	1,194.24
117132170	165.21
117132180	1,441.94
117132190	361.04
117132200	351.08
117132210	351.08
117132220	361.04
117132230	349.24
117132240	332.09
117132250	349.24
117132260	332.46
117132270	5,937.83
11714072A	1,002.97
11714077A	1,831.07
11714081A	1,407.83
117140860	2,657.69
117140870	$1,728.85
117150010	2,441.09
117150030	859.69
117150040	958.83
117150050	1,924.92
117160030	3,012.71
117160050	1,192.64
11716007B	5,546.37
117160100	1,709.80
117160110	1,945.45
117160130	2,940.92
117160330	886.06
117160360	921.96
117160370	1,130.93
117170010	2,401.51
117170020	903.52
117170060	542.11
11717007B	490.60
11717008B	1,132.53
117170090	1,705.62
117170110	2,012.26
117170120	2,665.25
117170170	2,966.92
11717020A	2,805.33
117170340	461.96
117170380	942.30
117170400	410.95
11717044B	1,767.39
117170610	33.81
117170620	32.88
117170630	32.88
117170640	33.81
117170650	26.18
117170660	25.51
117170670	25.51
117170680	25.51
117170690	26.18
117170700	33.81
117170710	32.82

FISCAL YEAR 2013/14 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY
117170720	$32.82
117170730	33.81
117170740	26.61
117170750	38.60
117170760	38.60
117170770	35.46
117170780	42.29
117170790	33.87
117170800	33.01
117170810	33.01
117170820	33.87
117170830	26.31
117170840	25.57
117170850	25.57
117170860	25.57
117170870	26.31
117170880	33.87
117170890	32.94
117170900	32.94
117170910	32.94
117170920	32.94
117170930	33.87
117170940	26.61
117170950	38.60
117170960	38.60
117170970	38.60
117170980	$39.15
117170990	33.87
117171000	33.01
117171010	33.01
117171020	33.87
117171030	26.31
117171040	25.57
117171050	25.57
117171060	25.57
117171070	26.31
117171080	33.87
117171090	32.94
117171100	32.94
117171110	32.94
117171120	32.94
117171130	33.87
117171140	282.86
117171150	119.36
117171160	366.57
117171170	342.72
117171180	286.91
117171190	286.91
117171200	97.60
117171210	142.47
11720024A	3,999.51
Total Levy	**$438,742.57**

Passed and adopted this 19th day of August, 2013.

AUG 19 2013

Chairman
Pima County Board of Supervisors

ATTEST:

Clerk of the Board

APPROVED AS TO FORM:

Deputy County Attorney
REGINA NASSEN

BUDGET ISSUES

This section of the Fiscal Year 2013/2014 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 2013/14 Budget*, dated April 30, 2013; his May 21, 2013 memorandum, *Tentative Budget Adoption: Fiscal Year 2013/14*; and his June 18, 2013 memorandum, *Fiscal Year 2013/14 Final Budget Adoption.* (The memoranda are located on pages 4-3, 4-35, and 4-39, respectively.) The tax rates included in the June 18 memorandum are not the final rates; Schedule B in the State Reports section contain the reduced County Tax Rates approved for the fiscal year 2013/2014.

Issues Synopsis

During the development of the fiscal year 2013/14 budget, the following issues were recognized:

- Property Taxes – The Primary Net Assessed Value of the County for fiscal year 2013/14 decreased $515 million or 6.38 percent from the current year. The value of existing property actually decreased by more than 8 percent, but was partially offset by an increase of 1.88 percent as a result of new construction added to the tax base. Because the tax base has decreased for fiscal year 2013/14, use of the current tax rate results in a levy amount that is $17,595,130 less than the Fiscal Year 2012/13 levy and $22,775,656 below the fiscal year 2013/14 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 2014/15 with the Net Assessed Value projected to decline by half a percent.

- State-Shared Revenues – State shared sales tax revenue is projected to increase by $5.7 million in fiscal year 2013/14. This increase reflects a gradual recovery in the local economy.

- University of Arizona Medical Center – South Campus - 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 what is now designated the University of Arizona Medical Center – South Campus. In May 2012 the Board of Supervisors approved a second two year contract with ABOR with an annual base funding of $15,000,000.

- 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 2013/14. Consequently, the Adopted Budget includes a total of $2.8 million to 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 a 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 2013/14, $22,800,043 is needed to reserve five percent of General Fund revenues.

- Departmental Requests for Supplemental Funding - The total net negative General Fund impact of all supplemental requests received from departments was over $6.1 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 2013/14 to fund any of the requests.

- General Fund Fiscal Year 2012/13 Ending Fund Balance – The projected General Fund available ending fund balance for fiscal year 2012/13 is $44,056,613. This is an increase of $14,126,026 over the budgeted General Fund Reserve of $29,930,587. 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 2012/13 Budget was adopted. Numerous General Fund revenues from State, Federal, and County sources were greater than estimated. In addition, several General Fund expenditures, through a variety of management initiatives, were reduced below their budgeted amounts.

- Road Repair – In fiscal year 2012/13, the County took the unprecedented action of appropriating County General Fund resources for the purpose of road repair in the amount of $10 million. This program will continue in fiscal year 2013/14 with a $5 million appropriation from the General Fund to accelerate preservation and rehabilitation of 100 miles or 5.7 percent of paved County roads. The increase in the primary property tax rate necessary to fund these repairs is 6.87 cents per $100 of assessed valuation.

- Medical Insurance – In prior fiscal years, the County had purchased medical insurance from an independent provider. Over the last five years the County's employee medical insurance premium increased by an average of 15 to 20 percent yearly. In order to control the rate of increase of employee medical insurance costs, the County moved to a self-insured medical plan run by a third party administrator. Under this new model, fiscal year 2013/14 insurance costs are forecasted to increase by less than 7% from the fiscal year 2012/13 cost.

- Employee Compensation – Other than the small increase of one percent related to retirement contributions in fiscal year 2011/12, County employees have not received an across the board compensation increase since fiscal year 2007/08. For fiscal year 2013/14, compensation includes 1) a one-time, lump sum award for eligible employees; 2) an across the board ongoing general adjustment of one percent awarded to all eligible employees effective the pay period starting on June 30, 2013; 3) an across the board ongoing general adjustment of two percent awarded to all eligible employees effective the pay period beginning December 29, 2013.

- Solid Waste Services – Effective June 1, 2013, Pima County went from a direct service model of providing solid waste services to the public to a new model of having a private contractor providing these services. This change will reduce the County's forecasted fiscal year 2013/14 costs for this function by nearly $4 million.

Since the economic recession began more than four years ago, a series of across-the-board reductions in departmental budgets have been implemented. The cumulative reduction in departmental budgets during this time has been approximately 11.5 percent except for the Sheriff's Office which has been reduced by 2.5 percent. Collectively over four years, these actions have reduced General Fund expenditures substantially.

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

MEMORANDUM

Date: April 30, 2013

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

From: C.H. Huckelberry
County Administrator

Re: **Transmittal of Recommended Fiscal Year 2013/14 Budget**

Introduction

This memorandum is to transmit the Recommended Fiscal Year 2013/14 Budget for Pima County. These recommendations are made based on information available in mid-April 2013. 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 21, 2013	Budget Hearing
May 21, 2013	Tentative Budget Adoption (Sets Budget Ceiling)
June 18, 2013	Final Budget Adoption
August 19, 2013	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.

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I. Overview of Recommended Budget

This Recommended Budget is primarily a maintenance of effort budget. It does not expand or add service programs. It does sustain all of Pima County's existing service priorities and programs including law enforcement, healthcare, road repair and economic development.

Like all governments in Arizona, Pima County has necessarily adjusted to reduced revenues and increased service demands during this economic recession. More than five 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.

The cumulative effect of these departmental budget reductions has been substantial. General Fund supported departments have been reduced about 11.5 percent, except the Sheriff's Office which was reduced only 2.5 percent. In addition to these reductions, departments have not received additional resources to address inflationary increases to operational costs or the steady decline of federal and state special and grant revenues that have historically supplemented their core services. The result over time is that departments have been unable to reinvest in the programmatic infrastructure to support their functions. Consequently, further across-the-board budget reductions are not recommended. In order to maintain current service levels, additional General Fund revenues are required.

The current primary property tax rate of $3.4178 is recommended to be increased 24.05 cents. Because of the on-going reduction in the value of the County's property tax base, the primary levy has been reduced more than $39 million over four years. The recommended increase in the primary rate will produce only $584,576 or 0.2 percent more than the current year's levy, $4.6 million less than the revenue neutral levy as determined by the Truth in Taxation statutes and $82.5 million less than the Constitutional Levy Limit that is indexed for inflation. The additional revenues from the increased rate are recommended for use in maintaining current service levels including continuation of the program to accelerate road preservation, address inflation and declining federal and state revenues in the Sheriff's Office and County Attorney's Office and to begin to address the impact of inflation on employee compensation in order to remain competitive and retain talent.

It is recommended that the secondary property tax rates for Debt Service and Regional Flood Control District remain unchanged and that the Library District rate be increased 2.93 cents. Combined with the recommended increase of 24.05 cents in the primary

rate, the combined County property tax rate is $5.0771 or 26.98 cents more than the current year. Because of the 6.38 percent reduction in the value of the primary property tax base and 6.07 percent reduction in the secondary tax base next year, less taxes will be levied than in Fiscal Year 2012/13. The combined County property tax levy is $382,559,498 or $4,298,010 less than the current year.

The recommended combined total County Budget for Fiscal Year 2013/14 is $1,266,155,617 which is a 2.65 percent increase from the current year's Adopted Budget, but a 14.61 percent decrease from six years ago.

II. Summary of Key Budget Issues

- The projected General Fund available ending balance for Fiscal Year 2012/13 is $44,056,613, an increase of $14,126,026 over the budgeted General Fund Reserve of $29,930,587.

- It is recommended that the non-recurring Fiscal Year 2012/13 ending balance be allocated for the following purposes:

  - $15,000,000 to fund the contract payment to the Arizona Board of Regents on behalf of the University of Arizona Medical Center – South Campus.

  - $2,800,000 to fund subsidies to Solid Waste Services, Development Services and the Stadium District.

  - $3,456,570 to fund one-time, lump sum compensation awards to employees based on the length of time they have been employed by the County without an adjustment to address inflation.

  - $22,800,043 as the General Fund Reserve for Fiscal Year 2013/14 which is 4.82 percent of General Fund revenues.

- Assuming continuation of the current primary property tax rate of $3.4178, General Fund base revenues and transfers-in for Fiscal Year 2013/14 are projected to be $473,161,846 which is $13,860,792 or 3 percent more than the current year.

- Projected General Fund base revenues would have been $4,639,208 or 1 percent less than budgeted revenues in the current year but for a one-time transfer of $18,500,000 as a result of the dissolution of the Pima Health System.

- Excluding primary property taxes, General Government revenues from all other sources are projected to increase $9,084,921 or 6.7 percent.

- The value of the net primary property tax base is projected to decrease 6.38 percent which will result in a decrease in the primary levy of $17,595,130 at the current rate.

- General Fund base expenditures and transfers-out for Fiscal Year 2013/14 are projected to be $477,165,950 which is $19,825,009 or 4.1 percent more than the current year's.

- General Fund base expenditures exceed base revenues by $4,004,104.

- It is recommended that the primary property tax rate be increased by 24.05 cents to a total rate of $3.6583.

- The recommended rate increase will produce $17,510,147 of additional primary property tax revenues for allocation as follows:

  - $4,004,104 to fund the deficit in General Fund base revenues to base expenditures.

  - $4,505,480 to fund an across-the-board cost of living adjustment for employees of 1 percent at the beginning of the fiscal year and an additional 2 percent at the beginning of 2014.

  - $5,000,000 to accelerate preservation and rehabilitation of county roads.

  - $4,000,563 to adjust the budgets of the Sheriff's Office and County Attorney's Office to supplement lost federal and state special revenues and address inflationary increases to operational costs.

- The recommended primary property tax levy of $276,535,620 is $584,576 or 0.2 percent more than the adopted levy in the current year, $4,594,561 less than the statutorily determined Truth in Taxation revenue neutral levy, and $82,454,980 less than the constitutional Levy Limit that is indexed for inflation.

- The recommended budget for the Library District is $35,394,250, a $660,483 increase from the current year, and the tax rate is recommended to increase 2.93 cents to $0.3753.

- The recommended budget for Debt Service is $124,043,471 and the tax rate to support the General Obligation portion of that budget is recommended to remain unchanged resulting in a property tax reduction of $4,270,661.

- The recommended operating budget for the Regional Flood Control District is $12,624,028, an increase of $1,167,026 from the current year, and the tax rate is

recommended to remain unchanged resulting in a property tax reduction of $1,142,225.

- The combined, total County property tax rate is increased 26.98 cents, however, the levies produced by this rate will decrease $4,298,010 from the current year.

- The combined, total Recommended County Budget for Fiscal Year 2013/14 is $1,266,155,617 which is $32,659,176 or 2.65 percent more than the current year, but $216,558,879 or 14.6 percent less than six years ago.

III. General Fund Ending Fund Balance: Fiscal Year 2012/13

A. Positive Ending Fund Balance

The projected General Fund available ending balance for Fiscal Year 2012/13 is $44,056,613. This is the projected increase of $14,126,026 over the budgeted General Fund Reserve of $29,930,587. This ending balance represents 9.6 percent of projected revenues for Fiscal Year 2012/13 compared to the target ending fund balance of 6.6 percent.

This net increase of $14,126,026 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 $11.5 million greater than was anticipated at the time the Fiscal Year 2012/13 Budget was adopted. Numerous General Fund revenues from State and County sources at the end of last fiscal year were greater than estimated including State Shared Sales Taxes and property tax collections. In addition, several General Fund expenditures, through a variety of management initiatives, were reduced below their budgeted amounts during the current fiscal year including operating efficiencies in County facilities and reduction in the cost of operating the Kino Recreation Center resulting from partnering with the YMCA.

B. Recommended Uses of General Fund Ending Balance

Set forth below are my recommendations for use of the $44,056,613 of non-recurring, one-time resources projected as the available ending balance of the General Fund on June 30, 2013.

1. University of Arizona Medical Center - South Campus

Pima County has had a commitment to the health and welfare of the residents of our community for over 100 years. The County has strengthened that commitment over the last 35 years with the development and expansion of what is now the Kino Campus, of which the hospital and medical center are key components.

Significant transformation has occurred since the operation of the hospital was leased to University Physicians, Inc. (UPI), the predecessor to what is now known as the University of Arizona Medical Center – South Campus (UAMC–SC). In June 2004, UPI, as the new licensed provider at the hospital, assumed responsibility for a hospital with approximately 50 Level 1 acute psychiatric inpatients, less than 10 medical/surgical patients and a closed intensive care unit (ICU). The hospital had discontinued its base hospital status in the countywide emergency medical system. The lack of staffed operational ICU beds, combined with the loss of base hospital status, resulted in reduced utilization of the emergency department for critical care services by the community. While certain primary and specialty physicians were at the site prior to June 2004, services were not fully utilized or integrated into the community. At that time, operating losses of more than $30 million per year were expected for the foreseeable future.

Over the past several years, the partnership between Pima County and the University of Arizona has allowed the hospital to align incentives and expand opportunities within the academic medical system through restructuring and expansion of clinical programs and other operations.

Beginning in Fiscal Year 2010/11 the County entered into a two year agreement with the Arizona Board of Regents on behalf of the University of Arizona College of Medicine for funding of UAMC-SC. In May 2012, a second two year contract was approved, providing for annual base funding of $15,000,000 in consideration for a variety of services being provided at the South Campus complex that will benefit the County and the health of its residents.

To ensure the optimal utilization of taxpayers' dollars, financial and clinical indicators are reviewed regularly to examine actual progress against benchmarks for UAMC-SC as detailed in the Agreement. A summary of key indicators are provided below.

From Fiscal Year 2005 through Fiscal Year 2012:

- Adjusted Patient Days, which is the measure of overall hospital utilization, has increased 87%;
- Average Daily Census has increased 51%;
- Emergency Department Visits have increased 22%;
- Physician Clinic Visits have increased 223%;
- Surgical Procedures have increased 296%;
- The number of residents in training at UAMC-SC has increased 547% since its inception in Fiscal Year 2009; and
- Almost $167 million in new federal funds for the UAHN hospital system has been generated using County monies for the local match for Graduate

Medical Education, Disproportionate Share Hospital and Safety Net Care Pool initiatives.

I recommend that the $15,000,000 of funding provided for in the County's Agreement with the Arizona Board of Regents for Fiscal Year 2013/14 be allocated from this year's ending fund balance.

2. **Non-General Fund Subsidies**

It has been the policy of the Board of Supervisors for many years to not allow deficits in non-general fund funds to rollover from year-to-year on a long term basis. Such accumulated deficits ultimately become liabilities for the General Fund and undermine the fiscal stability and integrity of the County.

Three funds, Solid Waste Services, Development Services, and Stadium District, have been especially hard hit by the prolonged economic recession and the corresponding reduction in their revenues:

- Solid Waste Services

  The County has awarded a contract to hire a private contractor to operate the County's solid waste facilities. The contract will start July 1, 2013. The County's expectation is that the successful proposer has demonstrated their ability to continue to provide the same level of service to Pima County residents at a lower cost than that currently incurred by the County. For the past several years, the annual General Fund subsidy to Solid Waste Services has been $800,000. Depending upon the outcome of the contract, the subsidy necessary for Fiscal Year 2013/14 will be equal to or less than the current year's amount. Therefore, it is recommended that the subsidy be budgeted at a continued amount of $800,000.

- Development Services

  The effect of economic conditions on construction activity remains a key factor in Development Services' financial stability. Due to the decline in annual revenues that began in Fiscal Year 2005/06, General Fund support has been provided to offset departmental operating expenses and maintain fund stability. Contributions from the General Fund to Development Services began in Fiscal Year 2009/10 after several years of reliance on the department fund balance had reduced it to an undesirable level.

  While financial support has been necessary to assist the department through the recession, it has not been the only means for stabilizing the department's financial condition. Significant efforts have been made to

cut costs. Overall budgeted expenses from Fiscal Year 2006/07 to Fiscal Year 2012/13 have been reduced from $17.2 million to $6.7 million, or a 61 percent reduction. Budgeted personnel related expenses over this same period have been reduced by 56 percent; down from $11.5 million to $5.1 million. The personnel expense reductions were accomplished through a combination of attrition, transfers and layoffs. Full-time equivalents have been reduced from more than 180 positions to 54 currently filled positions, or a more than two-thirds reduction in staff. Despite these reductions, service levels have not only been maintained but have improved.

These reductions in expenditures have been required to correspond with reductions in revenues which have plummeted from $17.3 million to $6 million in the last seven years. General Fund support to the department began at $2 million in Fiscal Year 2009/10 and has been gradually reduced to $1 million in the current year's budget. Construction activity in the County has begun to stabilize and is projected to begin a slow recovery during the coming fiscal year. Therefore, I am able to recommend that this subsidy be reduced to $500,000 in Fiscal Year 2013/14.

- Stadium District

  Management initiatives to reduce costs and increase revenues through repurposing and diversifying the uses of the Stadium facilities have been progressively implemented since agreements for Spring Training by Major League Baseball were terminated. The current financial status of the Stadium District is discussed in Section VI (A)(4) below. It will continue to be necessary, however, for the General Fund to provide support to the District and, therefore, I am recommending that the current year's subsidy of $1.5 million be continued in Fiscal Year 2013/14.

Collectively, the three non-general fund subsidies recommended above total $2.8 million, down from their peak in Fiscal Year 2009/10 of $5.5 million.

3. **One-Time Employee Compensation Adjustment**

Pima County employees, with the exception of 1 percent related to increased retirement contributions in Fiscal Year 2011/12, have not received an across-the-board compensation increase since Fiscal Year 2007/08. Consequently, employees have lost purchasing power to consumer inflation and increases to the cost of benefits during these six years. In recognition of this difficulty I am recommending that eligible employees receive a one-time, lump sum award based upon the number of years they have been employed with the County since the last cost of living adjustment was awarded at the beginning of Fiscal Year 2007/08.

Table 1 below sets forth the recommended schedule for award of the lump sum adjustments based on the number of years incumbent employees have failed to receive a cost of living adjustment.

Table 1
Recommended One-Time Employee Compensation Awards

Employee Hire Date	Compensation Award
July 1, 2011 through June 30, 2012	$200
July 1, 2010 through June 30, 2011	$400
July 1, 2009 through June 30, 2010	$600
July 1, 2008 through June 30, 2009	$800
Prior to July 1, 2008	$1,000

Of our current workforce, 66 percent will qualify for an award of $1,000 and over 90 percent will receive an award in some amount in recognition of time employed without adjustments to address inflation.

The cost countywide of this award will be $5,317,800 of which $ 3,456,570 will be paid by the General Fund with the remainder absorbed by the non-general fund funds. The awards will be included in the paychecks issued on July 19, 2013.

4. **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 has 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 six years the Board of Supervisors has been able to achieve or exceed 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 persistently weak economy has put the County in an increasingly uncertain operating environment. The primary property tax base began contracting in Fiscal Year 2010/11 and declined 7.04 percent in Fiscal Year 2011/12, 2.84 percent in Fiscal Year 2012/13 and another 6.38 percent next fiscal year. It is anticipated that the real estate market and construction industry in the County will take several years to fully recover. In addition, actions of the State and Federal Governments that financially impact the County have become increasingly erratic and unpredictable while trending toward increased shifting of problems to local government.

Consequently, maintaining the Reserve Fund balance at the minimum benchmark of 5 percent has become an important goal. In the current year's Adopted Budget the Board of Supervisors appropriated $29,930,587 or 6.6 percent of General Fund revenues and operating transfers-in to the Budget Reserve.

After all of the appropriations recommended above, the amount remaining of the projected Fiscal Year 2012/13 General Fund ending balance is $ 22,800,043, or 4.82 percent of General Fund base operating revenues which I recommend be allocated to the General Fund Reserve.

C. Summary of Recommended Uses of General Fund Ending Balance

Table 2 below summarizes the recommendations discussed in Section III(B) above for allocation of the non-recurring, one-time resources projected as the Fiscal Year 2012/13 available ending fund balance of $44,056,613.

Table 2
Recommended Allocation of Fiscal Year 2012/13
General Fund Ending Balance

Recommendation		Amount
U of A Medical Center – South Campus		$15,000,000
Non-General Fund Transfers		2,800,000
Employee Compensation Award		3,456,570
General Fund Reserve		22,800,043
	TOTAL	**$44,056,613**

IV. General Fund Base Budget: Fiscal Year 2013/14

A. General Fund Base Budget Revenues

Assuming continuation of the current primary property tax rate of $3.4178, projected Fiscal Year 2013/14 base budget revenues and operating transfers to the General Fund total $473,161,846. This is a $13,860,792 or 3 percent increase from the current years' budgeted revenues and operating transfers to the General Fund. Projected base revenues are, however, $7,596,750 or 1.6 percent less than budgeted base revenues three years ago in Fiscal Year 2010/11. In addition, the projected increase in Fiscal Year 2013/14 base revenues is entirely the result of a one-time transfer of $18,500,000 into the General Fund of the monies remaining in the Pima Health System Enterprise Fund after its dissolution. Without this one-time transfer, next year's projected base General Fund revenues would be $4,639,208 or 1 percent less than budgeted revenues in the current year.

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 2013/14 base budget General Government revenues from all other sources is $145,506,004, which is a $9,084,921 or 6.7 percent increase from the current Adopted Budget. Though an increase is projected, General Government revenues other than property taxes will be $18,720,305 or 11.4 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 $5,654,000, or 6 percent, to $99,300,000 reflecting a gradual recovery in the local economy. Vehicle License Tax revenue and Licenses and Permit revenue are also projected to show slight improvements next year with increases of $218,855 and $269,170 respectfully.

2. Primary Property Tax Revenues

The Preliminary Primary Net Assessed value for Fiscal Year 2013/14 totals $7,559,129,097. This is a net $514,808,637 or 6.38 percent decrease from the current year and $1,380,578,163 or 15.44 percent less than three years ago in Fiscal Year 2010/11. Next fiscal year the market value of existing property in the County will decrease by more than 8 percent, however, this will be partially offset by an increase of 1.88 percent as a result of new construction added to the tax base. This contraction of the property tax base is projected to continue in Fiscal Year 2014/15 by more than 2 percent. Because the primary tax base will

decrease next 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 $3.4178 per $100 of assessed value, the resulting primary levy is $258,355,914. This is $17,595,130 less than the amount levied in this year's Adopted Budget. Because of the reduction in the value of the property tax base, it would be necessary to increase the rate by 23.28 cents to $3.6506 per $100 of assessed value in order to hold next year's primary levy harmless by generating the same revenues for the General Fund as the previous year.

In addition to this hold harmless rate, 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.

The County would have to further increase the primary property tax rate in order to reach a neutral levy. Pursuant to statute the County's neutral primary rate is $3.7191 or 30.13 cents higher than this year's rate. The resulting revenue neutral primary levy is $22,775,656 or 8.8 percent greater than the levy produced by the current year's rate. 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 Primary Levy Limit imposed by the Arizona Constitution allows the County's primary rate to be increased to $4.7491 or $1.33 higher than the current year's rate. The resulting constitutionally capped levy is $100,634,686 or 39 percent greater than the levy produced by the current rate.

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 collection next year, assuming continuation of the existing rate of $3.4178, the total base property tax revenues projected for Fiscal Year 2013/14 are $267,246,048. This amount is $13,664,640 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 2013/14 are projected to be $60,409,794. This is an $18,440,511 net increase from the current year's Budget.

During the last several years, the County has moved away from a direct healthcare delivery model via its Pima Health System. As part of this transition and to meet any pending claims or other costs, the equity in the system was

retained in a special Pima Health System Transition Fund. The County has met its obligations under the transition and is no longer required to maintain this special fund. During Fiscal Year 2013/14 the remaining equity of $18,500,000 within the Pima Health System Transition Fund will be transferred to the General Fund and represents one-time revenues.

Excluding the one-time equity transfer from the Pima Health System Transition Fund, net remaining departmental revenues are essentially flat, decreasing by $59,489 or less than 1 percent. This amount continues to reflect the impacts of the recession on local economic activity and the corresponding stagnant utilization of County services for fees. Departmental revenues and operating transfers-in have decreased by a total of $35,446,488 over the last six years when the economic recession began.

B. General Fund Base Budget Expenditures

The amount required to fund General Fund supported base budgets for both departmental expenditures and transfers-out is $477,165,950, which is $19,825,009 or 4.1 percent more than the current year's base 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 five years ago, a series of across-the-board reductions in departmental budgets have been implemented. 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. Even after the mandated and inflationary cost increases experienced by the County over the last five years, General Fund base expenditures are currently less than they were in Fiscal Year 2008/09.

Significant components within recommended base budget expenditures include:

- $255,758,534 or 54 percent of General Fund expenditures for Justice and Law Enforcement functions.
- $67,782,314 for mandated payments to fund state programs for indigent acute, long-term, and mental health.
- $11,653,991 for adult and juvenile detention health care.
- $87,607,225 for General Fund employee benefits including $4,726,048 for the increased employer costs next fiscal year for insurance and

contributions to the four separate state retirement systems in which various employee groups and officials participate.

- $744,994 in the Board of Supervisors' Contingency Fund, the same amount appropriated in the current year's Budget.

- $4,187,130 for allocation to Outside Agencies, an increase of $298,486 from the current year's Budget that includes $150,000 for Tucson Regional Economic Opportunity, $60,000 for Job Path, $25,000 for Senior Transportation Services and $15,000 for the Santa Cruz Valley Heritage Alliance.

V. Recommended Adjustments to General Fund Base Revenues

As discussed in Section IV above, the projected base revenues of $473,161,846 are $4,004,104 less than are required to fund projected base expenditures of $477,165,950.

During the past five years the County has managed through the challenges of the severe economic downturn that has adversely affected all levels of government. The cumulative annual loss of primary property tax revenues to the General Fund has been $39,367,676 in the last four years as itemized in Table 3 below.

Table 3
Year to Year Reduction in Primary Property Tax Levy
From Fiscal Year 2009/10 to Fiscal Year 2013/14 Base Levy

Fiscal Year	Primary Property Tax Rate	Primary Property Tax Levy	Change in Primary Levy from Prior Year	Cumulative Reduction in Primary Property Tax Levy
2009/10	3.3133	$297,723,590		
2010/11	3.3133	$296,197,333	($1,526,257)	($1,526,257)
2011/12	3.4178	$284,023,289	($12,174,044)	($13,700,301)
2012/13	3.4178	$275,951,044	($8,072,245)	($21,772,546)
2013/14	3.4178	$258,355,914	($17,595,130)	($39,367,676)

Corresponding to these reductions in revenue, the Board of Supervisors implemented a series of across-the-board reductions in departmental budgets. The cumulative reduction to departments during this period was approximately 11.5 percent, except the Sheriff's Office which was reduced 2.5 percent. As a result, General Fund base expenditures are less today than they were five years ago. The workforce, countywide, has been reduced

by 1,072 positions, or 12.8 percent, since Fiscal Year 2007/08 as itemized in Table 4 below.

Table 4
Pima County Total Budgeted Full Time Equivalent Positions
Fiscal Year 2007/08 Adopted through Fiscal Year 2013/14 Recommended Budgets

Fiscal Year	Budgeted Full Time Equivalents (FTEs)	Change in Budgeted FTEs	Cumulative Change in Budgeted FTEs
2007/08	8,396		
2008/09	8,113	(283)	(283)
2009/10	7,838	(275)	(558)
2010/11	7,753	(85)	(643)
2011/12	7,361	(392)	(1,035)
2012/13	7,314	(47)	(1,082)
2013/14	7,324	10	(1,072)

As a result of these sustained reductions, General Fund departments have had no resources available to address increased service demands during the recession, reinvest and keep current their programmatic infrastructure for the provision of services, or fund inflationary increases in their operational costs. A substantial majority of services provided by the General Fund are required by law, including Justice and Law Enforcement which accounts for 54 percent of General Fund expenditures. Consequently, very little discretion has existed to discontinue programs or lines of service. In addition to reduced General Fund resources, many departments, particularly in the area of law enforcement, have experienced a steady reduction or elimination of federal and state special revenues and grants that have historically supplemented their core missions.

Therefore, I am not recommending that any further across-the-board reductions be implemented next year. In order to sustain the high quality and level of services the County is providing to our community it will be necessary to increase General Fund base revenues in Fiscal Year 2013/14.

The General Fund base primary property tax levy, using the Fiscal Year 2012/13 rate of $3.4178 per $100 of assessed value, is $258,355,914. Table 5 below sets forth the range of primary levy benchmarks, and corresponding rates, that are applicable under state law to Pima County in Fiscal Year 2013/14.

Table 5
Primary Property Tax Benchmarks for Fiscal Year 2013/14

Benchmark	Levy	Difference	Rate	Difference
Fiscal Year 2013/14 Base Levy	$258,355,914	$ N/A	$3.4178	$ N/A
Hold Harmless Levy:				
Amount Levied in FY 2012/13	275,951,044	17,595,130	3.6506	0.2328
Truth in Taxation Revenue Neutral Levy	281,131,570	22,775,656	3.7191	0.3013
Constitutional Levy Limit (Indexed for Inflation)	358,990,600	100,634,686	4.7491	1.3313

Below are my recommendations for specific increases in the primary property tax levy for Fiscal Year 2013/14.

A. General Fund Base Revenue Deficit

As discussed above, projected General Fund Base Revenues are $4,004,104 less than are required to fund General Fund Base Expenditures. I recommend that the primary levy be increased by this amount, or 5.5 cents, to fund this deficit.

B. Employee Cost of Living Adjustment

I recommended in Section III(B)(3) above that employees receive a one-time compensation award in recognition of the consumer inflation of more than 10 percent that has occurred since the last across-the-board compensation adjustment was implemented six years ago. In addition, it is necessary to begin addressing employee cost of living issues going forward on an annual basis in order for the County to remain competitive and retain a qualified workforce.

I recommend that with the pay period beginning on June 30, 2013 an across-the-board cost of living adjustment of 1 percent be awarded to all eligible employees and that with the pay period beginning on December 29, 2013 an additional 2 percent cost-of-living adjustment be awarded to all eligible employees.

The countywide cost of these adjustments is $6,610,336 and the cost to the General Fund is $4,505,480. The increase in the primary property tax rate necessary to fund these adjustments is 6.19 cents per $100 of assessed value.

C. Road Repair

Special revenues to fund the County Department of Transportation are projected to decrease next fiscal year for the seventh consecutive year. These revenues, consisting primarily of gas taxes dedicated to local road improvements, are declining for numerous reasons including increased fuel efficiency of vehicles and decreased fuel sales during a weak economy. The primary contributing factor to the decline, however, has been the diversion of these revenues by the State from their intended purpose in order to balance the State's General Fund. Over the last twelve years almost $30,000,000 of Highway User Revenue Fund distributions have been withheld from the County. The cumulative negative effect of these revenue reductions has been the most acute in the County's program to maintain our existing roadways. The necessity of deferring and extending schedules for such maintenance has resulted in a substantially compromised County road system. The system's current condition is a detriment to safety, commerce, and quality of life.

In response to this deficiency the Board of Supervisors, when adopting the current year's Budget, took the unprecedented action of appropriating County General Fund resources for the purpose of road repair in the amount of $10,000,000.

I recommend that this program be continued in Fiscal Year 2013/14 and that $5,000,000 be appropriated from the General Fund to accelerate preservation and rehabilitation of an additional 100 miles or 5.7 percent of paved County roads. The increase in the primary property tax rate necessary to fund these repairs is 6.87 cents per $100 of assessed valuation.

D. Law Enforcement: Maintenance of Effort

During the County's period of declining revenues the Sheriff's Office implemented a 2.5 percent reduction in its operating budget. In addition, during the last five years the Office has received no adjustments to address inflationary increases to numerous costs associated with the variety of services it provides. This is particularly true of the costs inherent in housing inmates at the County jail. Such an adjustment needs to be made to ensure that the capability of the Office to continue to provide a high quality of service to our community is not compromised.

I recommend that the General Fund budget of the Sheriff's Office be increased $2,500,000 or 1.9 percent of their base budget to maintain service levels.

Over the last five years the County Attorney's Office has implemented a series of budget reductions totaling approximately 11.5 percent. During this period the Office has also experienced a gradual reduction in special revenues from a variety of federal and state grant programs that have historically funded discrete categories of prosecution and program services in the community. Beginning in Fiscal Year 2013/14 the cumulative impact of these reductions, together with prior budget

reductions and inflationary cost increases, will compromise the ability of the Office to continue to provide an adequate level of law enforcement to our community.

I recommend that an additional $1,500,563 be appropriated to the County Attorney's base budget to supplant the loss of special grant revenues and retain an adequate level of experienced, capable attorneys.

The total additional funding recommended for the Sheriff's Office and County Attorney's Office of $4,000,563 will require an increase in the primary property tax rate of 5.49 cents per $100 of assessed valuation.

E. Summary of Recommended Increases to the Primary Property Tax Levy

Table 6 below summarizes the recommendations made above for increases to Fiscal Year 2013/14 General Fund base revenues.

Table 6
Recommended Increases to the Fiscal Year 2013/14 Primary Property Tax Revenues

	Revenue Required	Total Rate	Difference
Fiscal Year 2013/14 Base Rate	$ N/A	$3.4178	$ N/A
Base Revenue Deficit	4,004,104	3.4728	0.0550
Employee COLA Adjustment	4,505,480	3.5347	0.0619
Road Repair	5,000,000	3.6034	0.0687
Law Enforcement: Maintenance Effort	4,000,563	3.6583	0.0549
Total Increase:	**$17,510,147**		**$ 0.2405**

Table 7 below compares the recommended adjusted primary property tax levy to the benchmarks applicable to the County in Fiscal Year 2013/14.

Table 7
Comparison of Recommended Primary Property Levy to Applicable Benchmarks

	Levy	Difference	Rate	Difference
Fiscal Year 2013/14 Recommended Levy	$276,535,620	$ N/A	$3.6583	$ N/A
Hold Harmless Levy:				
Amount Levied in Fiscal Year 2012/13	275,951,044	(584,576)	3.6506	(0.0077)
Truth in Taxation Revenue Neutral Levy	281,131,570	4,594,561	3.7191	0.0608
Constitutional Levy Limit (Indexed for Inflation)	358,990,600	82,454,980	4.7491	1.0908

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. In Fiscal Year 2013/14 the Pima County Public Library will operate twenty-seven branches as well as online services such as Infoline, Ask a Librarian, Brainfuse homework help, job and career help, full-text magazine and journal articles, and downloadable ebooks, audiobooks, video and music.

The Pima County Public Library enriches lives and builds community through opportunities to learn, know, interact and grow. In September 2012 the Board of Supervisors adopted the Library's Community Impact Plan 2013-2016 that includes three major initiatives: Learn, Create and Connect. The Library provides numerous community services, including tax preparation assistance, voter registration, computer instruction, homework help for students, and special assistance for the unemployed and job seekers. The Pima County Public Library has a collection of nearly 2 million catalogued items, provides 625 computers for public use and welcomes over 5 million visitors each year. The Library offers an increasing number of digital items to its patrons including ebooks and audiobooks. 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 business, 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 founding 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.

In 2012 the Pima County Public Library partnered with the Pima County Health Department to place Public Health Nurses in libraries. This novel intervention serves patrons with significant social and behavioral health challenges, ensures that Public Health services are readily available, and creates safer and more welcoming environments for customers.

The County Library District's secondary property tax base continues to decrease. The District's Secondary Net Assessed Value experienced declines of 5.9 percent in Fiscal Year 2010/11, 9.6 percent in Fiscal Year 2011/12 and 3.9 percent in Fiscal Year 2012/13. The tax base is projected to further decline 6.07 percent in Fiscal Year 2013/14.

The total Fiscal Year 2013/14 Recommended Budget for operating costs, grants and operating transfers-out is $35,394,250 which is a $660,483 increase from the Fiscal Year 2012/13 budgeted amount. The budget includes the first full year of operation of the Oro Valley Library.

The recommended Library District property tax rate for Fiscal Year 2013/14 is $0.3753 per $100 of assessed value which is an increase of $0.0293 over the Fiscal Year 2012/13 rate of $0.3460. This tax rate is projected to provide $28,603,438 in revenues that will be supplemented by a projected $1,520,000 from fines, interest, grants and miscellaneous revenue and $5,270,812 from the Library District fund balance in order to meet the recommended overall budget of $35,394,250.

2. **Debt Service Fund**

The total Recommended Fiscal Year 2013/14 Debt Service Fund budget is $124,043,471, an $11,077,120 increase over 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 dedicated secondary property tax. The recommended General Obligation debt service of $59,425,084, a decrease of $5,495,005 from Fiscal Year

2012/13, will fund existing debt service as well as debt service on a proposed $20,000,000 bond sale expected to occur in the spring of 2014. 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 downtown court complex; the regional public safety communications system (PCWIN); the Santa Cruz River flood control, erosion control, and linear park; and various park improvement projects.

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 Highway and Street Revenue Bonds.

I recommend that the General Obligation Debt Service tax rate remain at $0.7800 per $100 of assessed value for Fiscal Year 2013/14.

- 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 2013/14 of $17,397,363 will fund existing debt service.

- Certificates of Participation Debt Service

  The Certificates of Participation (COPs) debt service includes the COPs issued in prior years and the 2013 COPs being issued in May 2013 to fund sewer projects (repaid with sewer revenues), the Fleet Services building, and Facilities Management improvements. The recommended debt service of $47,221,024 will fund existing debt service, as well as debt service on a proposed $58,000,000 sale to fund the completion of the downtown court complex.

3. Regional Flood Control District

The value of the Regional Flood Control District's secondary property tax base continues to decrease. The District's Secondary Net Assessed Value declined 4.0 percent in Fiscal Year 2010/11, 10.1 percent in Fiscal Year 2011/12, 4.65 percent in Fiscal Year 2012/13 and is projected to decline 5.98 percent in Fiscal Year 2013/14. The District has responded to these reductions by closely monitoring and controlling costs and by reducing the amount of funding transferred to its Capital Improvement Program in order to maintain a consistent property tax rate.

The recommended operating budget for the Regional Flood Control District is $12,624,028, which is $1,167,026 higher than the current fiscal year budget. These increased expenditures will fund additional engineering services, and repairs and maintenance costs for existing flood control facilities. Also recommended are operating transfers of $6,267,102 including $6,000,000 to the Capital Projects Fund, $224,643 to the Capital Projects Fund for the District's share of development costs for a new countywide Permits Management System and $42,459 to the Debt Service Fund for the department's share of debt service on Certificates of Participation issued in 2010. This is a decrease of $3,627,170 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 $18,415,889 for Fiscal Year 2013/14, which is a decrease of $659,439 from the current fiscal year. This reduction reflects the continuing impact of the decrease in the District's Secondary Net Assessed Value.

4. Stadium District

In 1997 Pima County created the Pima County Stadium District and spent $38 million to build Kino Verterans Memorial Stadium as a spring training facility for the Chicago White Sox and the Arizona Diamondbacks Major League Baseball teams. In addition, the Stadium and associated clubhouses and practice fields provided facilities for a number of local sports and tournament activities. Stadium

District operating and maintenance costs were largely paid with baseball training revenue, which exceeded $500,000 per team or over $1 million each spring training season.

In 2000, the Arizona legislature created the Arizona Sports and Tourism Authority, which provided funding to Maricopa County communities to build newer facilities for teams already training in Arizona. In 2008 and 2010, the White Sox and Diamondbacks terminated their agreements with the District and moved to newer, larger facilities in Maricopa County. The departures left the Stadium District without the revenue required to maintain fields and facilities. The Board of Supervisors directed the District to aggressively seek ways to diversify use of and increase revenue from the utilization of Stadium facilities.

Since 2008, the District has taken the following steps to repurpose and diversify the use of the Stadium and to decrease costs and increase revenues:

- Activated the Pima County Sports and Tourism Authority to potentially attract new major league baseball spring training teams and promote additional sports activities in Pima County.

- Updated event fees to fully cover the direct cost and partially offset the indirect cost of each event.

- Terminated the Sports Service concession agreement, which provided revenue from Major League Baseball training but not from other activities.

- Marketed the facilities for increased amateur tournament use during spring training season and for new tournament and training use in non-spring seasons.

- Negotiated an advanced marketing agreement with Metropolitan Convention and Visitors Bureau.

- Provided special "economic development" rates designed to attract concerts and other one day, high revenue and high economic impact events.

- Re-negotiated gem show agreements to add services and increase rental rates including limited sharing of gem show sales revenue.

- Transferred operation of Kino Community Center to the YMCA of southern Arizona to reduce costs and expand services.

- Developed staff expertise to quickly convert Stadium and practice fields to and from non-baseball sporting events, including football, rugby and soccer.

- Collaborated with FC Tucson Soccer to attract Major League Soccer teams to train and play friendlies and tournament games on converted fields at Kino Stadium.

- Commissioned a regional sports utilization and facility planning study, which will include recommendations on how to repurpose the Stadium for multi-sport use.

- Allocated a portion of the White Sox termination payment to begin repurposing the overall stadium complex by permanently converting the five north fields, adding one new field and constructing a 2,000 seat, lighted stadium with associated entry, concession and public facility areas. The converted fields and small stadium will be marketed for all field sports including soccer, football, lacrosse and rugby.

  Together these actions have improved the District's operating financial situation. District operating revenue which includes various rental and facilities fees totaled $1,347,223 in Fiscal Year 2011/12, which was $928,523 above the original budgeted revenue, and similar results are projected for the current year. Revenues are still less, however, than the revenue realized at the height of the baseball era.

  Funding for the 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 the County; and funding from sporting and other events as described above. The ongoing recession continues to severely impact tourist and recreational activities resulting in a 23 percent decline in revenue over the past six years from the hotel/motel, car rental and recreational vehicle taxes.

  While fee and rental revenues paid to the District during Fiscal Year 2012/13 continue in a positive direction, overall revenues, including the Car Rental Surcharge, the Recreational Vehicle Space Surcharge, are still insufficient to cover the Stadium's operating, maintenance and debt service costs. In anticipation of this revenue shortfall, a subsidy of up to $1,500,000 was budgeted within the General Fund in the current year. Based on forecasts for the end of Fiscal Year 2012/13, the full subsidy will be approved for the transfer from the General Fund at the end of this fiscal year.

The District's Fiscal 2013/14 recommended budget for operating, maintenance and debt service paid to the General Fund is $8,524,519, an increase of $459,168 over Fiscal Year 2012/13. Of this amount, the District will pay $2,898,443 of debt service relating to the original construction of the Stadium facilities. This debt will be fully repaid in Fiscal Year 2017/18. This recommended increase in expenditures is the result of continued growth in the utilization of the District's various venues as described above. Revenue and operating transfers into the District of $5,752,339 and the remaining fund balance will not cover the entire recommended budget amount. Therefore, as discussed in Section III(B)(2) above, I am recommending that the General Fund continue to set aside $1,500,000 to subsidize the Stadium District in Fiscal Year 2013/14.

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

As set forth in Table 8 below, the Fiscal Year 2013/14 recommended Capital Improvement Plan of $311,252,008 consists of the Capital Projects Fund Budget of $182,441,811 and the Capital Projects of Regional Wastewater Reclamation of $113,094,448, Fleet Services of $15,108,849, and Telecommunications of $606,900. A complete list of projects for the Recommended Capital Improvement Plan is included in the Capital Projects section of this Recommended Budget Book.

Table 8
Recommended Fiscal Year 2013/14 Capital Projects Fund Budget and Capital Improvement Plan Budget

Capital Improvement Plan	FY 2012/13 Bond and Non-Bond Project Budgets	FY 2013/14 Bond and Non-Bond Project Budgets	Difference	1997 Bonds	2004/2006 Bonds	Non-Bonds
Capital Projects Fund						
Transportation	$81,049,405	$80,193,296	($856,109)	$11,035,784	-	$69,157,512
Facilities Management	62,352,941	47,024,037	(15,328,904)	96,319	4,094,836	42,832,882
Sheriff's Department	35,649,527	20,583,490	(15,066,037)	-	19,773,776	809,714
Regional Flood Control District	13,843,587	15,183,791	1,340,204	-	4,000,000	11,183,791
Parks and Recreation	9,125,683	5,204,648	(3,921,035)	1,153,711	1,791,580	2,259,357
Open Space	8,035,151	4,748,202	(3,286,949)	-	4,723,275	24,927
Information Technology	6,408,822	3,444,285	(2,964,537)	-	-	3,444,285
Community Development	4,705,938	4,401,065	(304,873)	694,411	3,706,654	-
Environmental Quality	660,000	955,371	295,371	555,371	400,000	-
Office of Sustainability and Conservation	1,332,585	700,546	(632,039)	-	700,546	-
Finance and Risk Management	963,787	-	(963,787)	-	-	-
Total Capital Projects Fund	**$224,127,426**	**$182,438,731***	**($41,688,695)**	**$13,535,596**	**$39,190,667**	**$129,712,468**
Wastewater Reclamation Budget	$237,701,151	$113,094,448	($124,606,703)	-	-	$113,094,448
Fleet Services Budget	18,366,432	15,108,849	(3,257,583)	-	-	15,108,849
Telecommunications Budget	2,456,947	606,900	(1,850,047)	-	-	606,900
Total Capital Improvement Plan	**$482,651,956**	**$311,248,928***	**($171,403,028)**	**$13,535,596**	**$39,190,667**	**$258,522,665**

*Recommended Fiscal Year 2013/14 Capital Projects amount above of $182,438,731 does not include $3,080 of benefit adjustments for Public Works Project Management Office Employees currently included in the Capital Projects department total.

1. **Capital Projects Fund Budget**

The recommended $182,441,811 Capital Projects Fund Budget for Fiscal Year 2013/14 is a decrease of $41,685,615 from the current year's budget of $224,127,426.

Of the total Capital Projects Fund budget, $13,535,596 is funded through 1997 bonds, $39,190,667 is funded through 2004/2006 bonds, and the remaining $129,712,468 is funded through other non-bond sources including Regional Transportation Authority Sales Taxes, Impact Fees, RWRD Obligations, Grants, Certificates of Participation, and General Funds.

The major budgeted projects for Fiscal Year 2013/14 include $34 million for the Downtown Court Complex, funded with $27.7 million from Certificates of Participation, and $6.3 million from General Fund; $20.6 million for the Regional Public Safety Communications System, funded with 2004 General Obligation Bonds; and $14.6 million for the new Fleet Services Facility funded with Certificates of Participation.

The Department of Transportation has four major projects included in the Fiscal Year 2013/14 budget. The Valencia Road: Alvernon Way to Wilmot project is budgeted for $13.1 million and is funded primarily with the Regional Transportation Authority Sales Tax. The Magee Road: La Canada Drive to Oracle Road project is budgeted for $12.9 million and funded with $9 million from a Federal Grant, $3 million in Regional Transportation Authority Sales Taxes and $9 million from bonds. The La Canada Drive: Ina Road to River Road project is budgeted for $9.4 million and is funded with $8.8 million from the Arizona Department of Transportation. The La Cholla Boulevard: Magee Road to Overton Road project is budgeted for $9 million and is funded with Regional Transportation Authority Sales Taxes.

2. **Regional Wastewater Reclamation Capital Budget**

The Fiscal Year 2013/14 recommended capital budget for the Regional Wastewater Reclamation Department (RWRD) is $113,094,448, a decrease of $124,606,703 from Fiscal Year 2012/13. The Fiscal Year 2013/14 Capital Program is planned to be funded entirely with RWRD obligations. Multiple projects in the Regional Optimization Master Plan total $31 million, and the Roger Road Wastewater Treatment Plant Demolition project is budgeted for $14.8 million.

3. **Telecommunications Capital Budget**

The Fiscal Year 2013/14 recommended capital budget for Telecommunications is $606,900, a decrease of $1,850,047 from Fiscal Year 2012/13. All projects will

be paid for using the accumulated fund balance in the Telecommunications Internal Service Fund.

4. **Fleet Services Capital Budget**

The Fiscal Year 2013/14 recommended capital budget for Fleet Services totals $15,108,849. This is a decrease of $3,257,583 from Fiscal Year 2012/13. The recommended budget includes $14,561,846 for the new Fleet Services Facility that will be funded through Certificates of Participation.

C. Combined Total County Budget

1. Combined County Property Tax Rate and Levy

The combined primary and secondary property taxes levied by the County fund 30 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.

As discussed in Section V above, it is recommended that the County's primary property tax rate which supports the County's General Fund be increased 24.05 cents to $3.6583 per $100 of assessed value. Pursuant to State Truth in Taxation Statutes, the levy produced by this tax rate will be below the revenue neutral levy. The County would have to further increase the primary property tax rate by more than 6 cents in order to reach the revenue neutral levy of $3.7191 per $100 of assessed value.

The County controls three secondary property tax rates and their associated levies: Library District, Debt Service and Regional Flood Control District. The recommended property tax rates for Debt Service and the Regional Flood Control District are unchanged from Fiscal Year 2012/13 and will result in lower levies. The Library District tax rate will increase by $0.0293 from the Fiscal Year 2012/13 rate to $0.3753 per $100 of assessed value. This increase in the property tax rate is forecasted to produce the equivalent tax revenue as that budgeted in Fiscal Year 2012/13 plus additional revenue produced by a small amount of new construction added to the tax base.

The result of these recommendations is a combined County property tax rate of $5.0771 per $100 of assessed value, a $0.2698 increase over the Fiscal Year 2012/13 tax rates. The recommended Fiscal Year 2013/14 primary and secondary County tax rates are summarized in Table 9 below.

Table 9
Combined County Property Tax Rates

	FY 2012/13 Adopted Rates	FY 2013/14 Recommended Rates	Difference
Primary	$3.4178	$3.6583	$0.2405
Library District	0.3460	0.3753	0.0293
Debt Service	0.7800	0.7800	0.0000
Flood Control District	0.2635	0.2635	0.0000
TOTAL	**$4.8073**	**$5.0771**	**$0.2698**

For only the fourth time in the last 20 years the value of the County's property tax base will decrease next fiscal year. Consequently, the rates recommended above will be applied to a primary tax base that is 6.38 percent less than the current year's base and a secondary tax base that is 6.07 percent less. The result is that the recommended combined County property tax levy will decrease by $4,298,010 or 1.11 percent from the current year levy as set forth in Table 10 below.

Table 10
Combined County Property Tax Levy

	FY 2012/13 Adopted Levies	FY 2013/14 Recommended Levies	Difference
Primary	$275,951,044	$276,535,620	$584,576
Library District	28,081,413	28,611,713	530,300
Debt Service	63,735,453	59,464,792	(4,270,661)
Flood Control District	19,089,598	17,947,373	(1,142,225)
TOTAL	**$386,857,508**	**$382,559,498**	**($4,298,010)**

2. Combined County Budget

The combined Recommended County Budget, reflected in the budget schedules and departmental budget summaries following this memorandum, is $1,266,155,617. This is a $32,659,176 or 2.65 percent increase from the Fiscal Year 2012/13 Adopted Budget, but a decrease of $216,558,879 or 14.61 percent, from six years ago.

Specific significant decreases in the overall County Budget include:

- $41,685,615 reduction in Capital Projects Fund expenditures as discussed in Section VI(B)(1) above.

- $3,059,007 reduction in one-time primary and general election related costs.

- Reversal of a one-time transfer of $1,000,000 from the General Fund to the County's new Radio System Fund. This funding covered a portion of the first transitional year's operating and maintenance costs associated with the Pima County Wireless Integrated Network.

Offsetting these decreases are the following increases:

- $50,626,930 of increased expenditures in the Regional Wastewater Reclamation Department. The majority of this increase is associated with accounting adjustments required as the result of the decommissioning of the Randolph Park Wastewater Facility. Most of the adjustments for the closure are non-cash related expenses and include $14,286,053 in depreciation expense and a one-time write-down of the asset totaling $29,456,106. The remaining increases are related to higher operational and debt service related costs.

- $11,077,120 increase in the Debt Service Fund as discussed in Section VI(A)(2) above.

- $6,825,084 increase in employee benefits costs for all County Funds.

- $6,610,336 for an ongoing one percent employee cost of living salary adjustment for all eligible County employees effective with the pay period beginning on June 30, 2013 and an additional ongoing two percent employee cost of living salary adjustment for all eligible County employees effective with the pay period beginning on December 29, 2013.

- $5,317,800 for a one-time, lump sum employee compensation adjustment based on the number of years an eligible employee has been employed with the County and not received an adjustment to address inflation.

- $2,500,000 base budget adjustment for the Sheriff in order to maintain service levels.

- $1,550,563 base adjustment for the County Attorney to supplant the loss of grant revenues and retain an adequate level of experienced, capable attorneys.

- $1,323,762 annualization of a base adjustment approved by the Board in mid-Fiscal Year 2012/13 for the Natural Resources, Parks and Recreation Department to cover operating and maintenance costs associated with new facilities and increased utility costs.

- $1,167,026 increase in Regional Flood Control District expenditures reflecting increased engineering services, and repairs and maintenance costs for new and existing flood control facilities.

- $1,002,590 increase in the General Fund support to the Pima Animal Care Center. The majority of this increase represents the annualized costs of the mid-year budget adjustment approved by the Board in December 2012.

CHH/dr

Board of Supervisors Memorandum

May 21, 2013

Tentative Budget Adoption: Fiscal Year 2013/14

Background

Pursuant to State statute, the Board of Supervisors 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 18, 2013, 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.

Since the Recommended Budget was posted at the County website on April 30, 2013 and a public comment tool provided, the County has received six requests for information about the budget. Responses have been provided to all of these inquiries.

Status Report

I am not proposing any changes to my original recommendations that were included in my transmittal of the Recommended Budget to the Board on April 30, 2013. Briefly, those recommendations were:

General Fund

The Recommended Budget proposes that the primary property tax rate be increased by 24.05 cents from $3.4178 to $3.6583. This increase in the primary property tax rate will produce $17,510,147 of additional property tax revenue for allocation as follows:

- $4,004,104 to fund the deficit in General Fund base revenues to base expenditures.
- $4,505,480 to fund the General Fund portion of an across-the-board cost of living adjustment for employees of one percent at the beginning of the fiscal year and an additional two percent at the beginning of Calendar Year 2014.
- $5,000,000 to accelerate preservation and rehabilitation of County roads.
- $4,000,563 to adjust the budgets of the Sheriff's Office and County Attorney's Office to supplement lost federal and state special revenues and address inflationary increases to operating costs.

Based on the above adjustments, Fiscal Year 2013/14 proposed tentative budgeted General Fund expenditures are $503,010,095.

Combined County Budget

- The combined total County property tax rate is increased 26.98 cents from the Fiscal Year 2012/13 rate. However, the levies produced by this rate will decrease by $4,298,010, or 1.1 percent from the current year.
- The combined primary and secondary property taxes levied by the County fund 30 percent of the total County recommended expenditures.
- The combined overall County Recommended Budget for Fiscal Year 2013/14 is $1,266,155,617, which is $32,659,176, or 2.65 percent, more than the current year, but $216,558,879, or 14.61 percent, less than six years ago.

Prior to final adoption of the budget on June 18, 2013, I will transmit to the Board any other recommended adjustments to the Tentative 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 2013/14 Budgets and Tax Rates

The table below shows the budgets and tax rates I recommend for Fiscal Year 2013/14. Should the Board, at the time of tentative adoption, take action to increase County expenditures beyond those included in the Recommended Budget, the budget ceiling and/or the tax rate may increase above the amounts listed below.

Fiscal Year 2013/14 Budget	Budget	Tax Rate
Total County Budget	$1,266,155,617	$3.6583
County Free Library District	$35,305,000	$0.3753
Regional Flood Control District	$12,624,028	$0.2635
Debt Service	$124,043,471	$0.7800
Stadium District	$5,039,746	------

According to the Assessor, Pima County's neutral Fiscal Year 2013/14 Primary Levy will be $281,131,570; the Primary Levy being recommended is $276,535,620. 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 that is higher than the current year's rate by 24.05 cents, because of declining property values, the Recommended Budget will continue to be well 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.

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 included with this memorandum.

Recommendation

I recommend the Board of Supervisors tentatively adopt the Fiscal Year 2013/14 budget as presented to the Board on April 30, 2013.

Sincerely,

C.H. Huckelberry
County Administrator

CHH/mjk – May 13, 2013

Attachments

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

Note: The final paragraph of this memorandum, Tentative Budget Adoption: Fiscal Year 2013/2014, May 21, 2013, 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 18, 2013

Fiscal Year 2013/14 Final Budget Adoption

Background

The Fiscal Year (FY) 2013/14 Recommended Budget was transmitted to the Board on April 30, 2013. The Tentative Budget was adopted by the Board on May 21, 2013 as originally recommended, with the following exceptions:

- The recommended primary property tax rate of $3.6583 per $100 of Primary Net Assessed Value was increased by $0.0517 to $3.7100. This change increases the overall combined property tax rate to $5.1288.
- The change in the primary property tax rate will result in an increase in property tax revenue of $3,908,069 in the General Fund. Total Tentative Adopted General Fund revenues are now $470,584,775.
- The Tentative Budget includes additional offsetting expenditure authority of $3,908,069 for possible allocation by the Board to specific uses at the time of the final budget adoption. General Fund Tentative Adopted expenditures now total $506,918,164.

The net effect of these adjustments was to add $3,908,069 to the original total County Recommended Budget of 1,266,155,617 yielding the Tentative Adopted Budget amount of $1,270,063,686. Adoption of the Tentative Budget served to set the maximum County expenditure ceiling.

Recommended Adjustments to the Tentative Budget

I recommend the following incremental adjustments be made to the FY 2013/14 Budget by adding expenditure authority to the referenced departments for the following purposes itemized and the amounts listed:

1. Sheriff's Deputy Uniform Allowance. During Tentative Budget adoption, discussion occurred regarding implementing and funding the Sheriff and Corrections Officer Step Program. I continue to recommend the compensation package outlined in the transmittal memorandum and do not recommend the Step Program. I have transmitted to the Board a memorandum dated May 31, 2013, indicating that compensation received by Sheriff's deputies is equal to that of Tucson Police Department (TPD) officers.

An area where the County is not comparable is uniform allowances. I would recommend we increase the Sheriff's deputy uniform allowance from $600 annually to $1,050

annually, which is comparable to TPD's uniform allowance of $1,040. I would also recommend that the Corrections Officer annual uniform allowance be increased from $600 to $900. These uniform allowances for County employees will increase the necessary appropriation to the Sheriff's Department by $400,000.

2. Community Performance and Arts Center. There has been a great deal of discussion regarding the funding and future of the Community Performance and Arts Center (CPAC) in Green Valley. We have examined a number of options related to continuing operation and maintenance for the CPAC. A summary of these options and a recommendation to the Board are contained in my June 5, 2013 memorandum regarding this subject. Rather than expend $40,000 to close the facility, I am recommending that a one-time appropriation of $75,000 be made to offset operation and maintenance costs for the CPAC. During this time, the CPAC Foundation, as well as Pima County, can explore a number of options that have been outlined.

3. Southeast Shooting Range. The County previously completed a shotgun trap and skeet facility at the Southeast Shooting Range using bond funding. Due to operational funding restraints, we have been unable to open the facility. I am recommending that $40,000 be appropriated to the Natural Resources, Parks and Recreation Department to open the facility on a very limited basis (Saturdays and Sundays only) beginning the first weekend in October 2013. In addition, a capital purchase of one light-duty forklift to assist in the operation of the facility in transferring target loads is necessary. I am recommending a one-time capital allocation of $30,000 to purchase the light-duty forklift.

4. Ajo Chamber of Commerce. The Ajo Chamber of Commerce (ACC) has moved into new facilities renovated at the Historic Train Depot in Ajo. This historic renovation and adaptive reuse of the train station is an ideal public gathering location; hence, a desired location for the ACC. Unfortunately, the rent for this renovated facility is significantly more than that for their previous facility. The base rent and utilities will increase from $2,000 in FY 2012/13 to $15,000 in FY 2013/14. I would recommend the Board appropriate one-time funding of $10,000 to offset most of this rent increase with the understanding the ACC will conduct private fundraising to cover this cost in future years.

5. Southern Arizona AIDS Foundation. The Southern Arizona AIDS Foundation is the overarching nonprofit foundation created to respond in a comprehensive manner to AIDS. The Foundation operates a number of community programs that have a peripheral but functional connected relationship with AIDS and those susceptible to the disease. One such peripheral program is The ALLY Project, a suicide prevention program directed toward at-risk youth ages 13 to 24 that focuses on gay, lesbian, bisexual and transgender (GLBT) youth; youth of color; and homeless or near homeless youth.

This program has been funded for some time. However, the Arizona Department of Health

Services, which had been receiving federal funds for the program, eliminated its funding because federal funding was no longer available due to federal budget reductions and the sequester. We certainly must be very careful about automatically funding programs previously funded by the state or federal government. In this particular case, however, our Public Health agency has and will continue to have a collaborative relationship with the Southern Arizona AIDS Foundation due to our agency's public health mission related to disease prevention, as well as physical and mental health and wellbeing.

For this reason, I am recommending a one-time funding of this program by Pima County in the amount of $39,000. Over the course of the coming year, I would expect collaboration between the Southern Arizona AIDS Foundation, our Public Health agency and the private sector to determine the best long-term funding strategy for this program. Such would allow an uninterrupted level of service to continue for essential services and to plan for long-term funding sources that do not rely on the County.

6. Littletown Food Bank. The Littletown Food Bank has been a satellite of the Community Food Bank and is operated in the County's Littletown public park. The modular unit for food bank operations is dilapidated. Recently, the Health Department withdrew approval for refrigeration of food, since the food bank was unable to maintain temperatures at safe levels to prevent food spoilage.

The Littletown Food Bank has provided essential food supplemental services for many years, and the facility operated by food bank on County property requires minimal reinvestment to remain functional. Present plans call for a modular unit no longer needed by our Regional Wastewater Reclamation Department (RWRD) to be relocated to the site. The former RWRD modular unit would be connected to the public sewer, and some utility upgrades may be necessary, since the replacement modular unit is refrigerated. (The present facility is cooled with evaporative cooling.)

Minimal capital is needed to accomplish these appropriate modifications. I am requesting the Board allocate one-time funding for this purpose in the amount of $150,000. The facility will continue to be operated by the Food Bank.

If approved, the total impact to General Fund expenditures of the above six adjustments is $744,000. Subtracting these changes from the $3,908,069 of additional expenditure funding approved at the tentative budget adoption leaves $3,164,069 of remaining expenditures for possible allocation by the Board.

After making the above adjustments and the Board allocating the remaining $3,164,069 of revenue raised by the proposed final adopted primary property tax rate of $3.7100, the overall FY 2013/14 final budget would remain unchanged from the Tentative Adopted Budget of $1,270,063,686.

If, after making the above adjustments, the Board then decides to not allocate the remaining $3,164,069 of proposed final primary property tax revenues and instead reduces the tax rate, the proposed final adopted primary property tax rate of $3.7100 would be reduced by 4.35 cents to $3.6665. The County combined property tax rate of $5.1288 would be reduced by a like amount to $5.0853. The FY 2013/14 total final County budget would be $1,266,899,617.

Recommendation

Set forth below are the proposed Fiscal Year 2013/14 Final Budget amounts and Tax Rates.

Fiscal Year 2013/2014 Budget	Budget	Tax Rate
Total County Budget	$1,270,063,686[2]	$3.7100[1]
County Free Library District	35,305,000	0.3753
Regional Flood Control District	12,624,028	0.2635
Debt Service	124,043,471	0.7800
Stadium District	5,039,746	------

[1]If the Board decides to not allocate the remaining $3,164,069 of funds raised by increasing the primary property tax rate to $3.7100, the tax rate would be reduced 4.35 cents to $3.6665. The County combined property tax rate would be reduced to $5.0853; and
[2]the total County budget would be reduced to $1,266,899,617.

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

Sincerely,

C.H. Huckelberry
County Administrator

CHH/mjk – June 13, 2013

Attachments

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

Note: The final paragraph of this memorandum, Fiscal Year 2013/14 Final Budget Adoption, June 18, 2013, makes reference to the publication of the Final Budget, ". . . reflected in the attached Arizona Auditor General prescribed schedules" 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.

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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 2011/2012 Through 2013/2014

Budget in Brief Fiscal Year 2013/2014

Adopted Full Time Equivalent Positions for Fiscal Years 2011/2012 Through 2013/2014

Pima County Capital Improvement Program Overview

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:	
	• Economic Development & Tourism – Accounts for resources used to promote business and job development and business retention in Pima County and the state of Arizona for the purpose of enhancing the economic welfare of the inhabitants of the County.	Transient lodging excise (hotel/motel) tax revenues.
	• Employment & Training - Accounts for resources controlled by the County as a prime sponsor under the Workforce Investment Act of 1998, superseding the Jobs Training Partnership Act. Also includes Youth Opportunity (YO) grant, Pima Vocational High School, and many other grants.	Primarily Federal Government revenue.
	• Environmental Quality - Accounts for resources specifically identified to be expended for the protection of water, air, and land from pollutants.	Air quality inspection and application fees; revenues from alternate onsite disposal plans; and federal and state grants.
	• Library District – Accounts for resources used for the management and operation of the Pima County Free Library District.	Secondary property tax revenue.
	• Health - 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)		
	• Regional Flood Control District - Accounts for expenditures necessary to analyze, design, and maintain flood control improvements to protect persons and property from floodwaters.	Secondary property tax revenue.
	• School Reserve Fund – Accounts for resources specifically identified to be expended for education programs in the Pima County Accommodation District and specialized educational programs that extend outside the boundaries of individual school districts.	Federal and state grants; private donations; Arizona Department of Education.
	• Solid Waste Fund – Accounts for resources used to provide solid waste disposal facilities and services and tire recycling services.	Landfill tipping fees; County share of state tax on new tire sales.
	• Stadium District – Accounts for resources specifically identified to be expended for the management and operation of Kino Stadium.	Car rental surcharge fees; recreational vehicle surcharge fees; hotel/motel bed taxes; and charges for services provided for special events.
	• Transportation - Accounts for administrative and operating costs expended for highways and streets, as well as resources transferred to the Capital Projects Fund for construction of highways and streets.	County share of gasoline tax collected by state Highway User revenues; Vehicle License Tax revenues; and charges for services.
	• Other Special Revenue Funds - Account for resources to be expended for various other programs of the County, including various probation programs, consumer protection programs, family support, antiracketeering programs, law library, etc.	Federal and state grants. Antiracketeering funding is provided by court ordered forfeitures, diversion fees, and restitution payments.
Debt Service Fund	Accounts for the accumulation of resources for, and the payment of, 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:	
	• Development Services - Accounts for the operations that provide zoning permits, enforce ordinances, and administer uniform building codes.	License and permit fees for plan examinations and zoning; penalties related to the issuance of building, plumbing, mechanical, electrical and mobile home permits; and charges for services such as plan checks and subdivision coordination.
	• Parking Garages - Accounts for the management and operation of eight parking facilities located in downtown Tucson.	Parking fees from six public parking garages and two parking lots owned by Pima County.
	• Regional Wastewater Reclamation- Accounts for the management and operation of wastewater treatment and water pollution control facilities.	Sewer user, sewer connection, and sanitation fees.

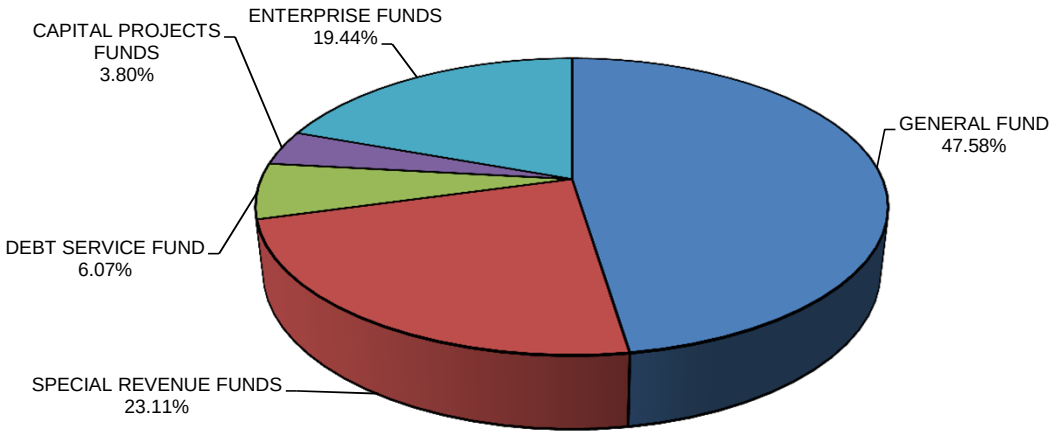
Fund Type	Description	Funding Source
Internal Service Funds	Account for the financing of goods or services provided by one department to other departments of the County on a cost reimbursement basis. Internal Service funds include the following:	
	• Self Insurance Trust Fund - Accounts for the risk management function of the County. The fund is administered by the Board of Supervisors and an appointed board of trustees, and provides self insurance for medical malpractice, workers compensation, unemployment, general liability, property damage, environmental damage, and employee dental benefits. It also provides coverage for certain types of litigation.	Financed by charges to specific user departments and to the General Fund.
	• Health Benefits Trust – Accounts for a new self-insured plan that provides employees and their families with comprehensive and affordable benefits options for healthcare (medical, pharmacy, and dental), life and other health-related insurances, and wellness and employee assistance programs. The fund is administered by the Board of Supervisors and an appointed board of trustees. (The function was previously a purchased insurance plan and was administered through an agency fund.)	Financed by employee payroll deductions and charges to specific user departments for participating employees, and payments received from former employees for COBRA premiums.
	• Other Internal Service Funds - 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

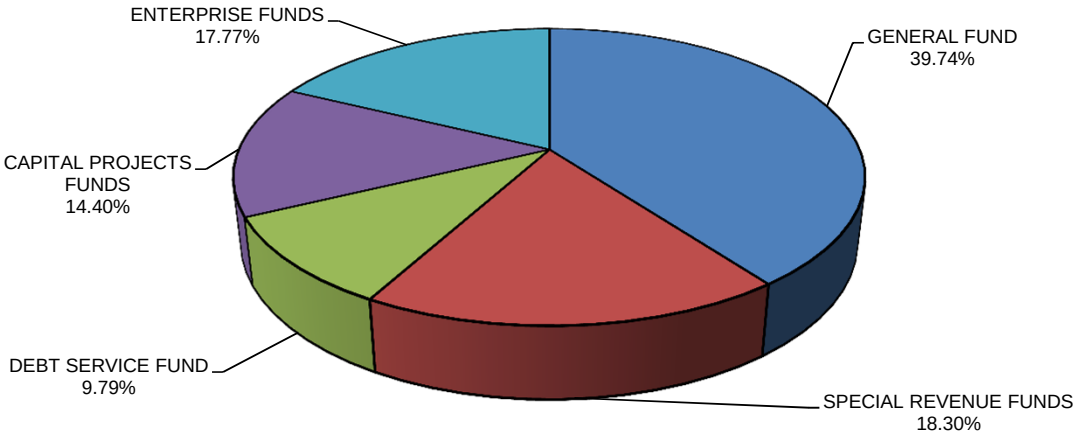
It should be noted that balances from the former General Fixed Asset Account Group and the General Long Term Debt Account Group are now considered subsidiary ledgers and are reported within the County's government-wide financial statements, as required by GASB 34.

CONSOLIDATED OVERVIEW OF COUNTY BUDGET BY FUND

REVENUES BY FUND



EXPENDITURES BY FUND

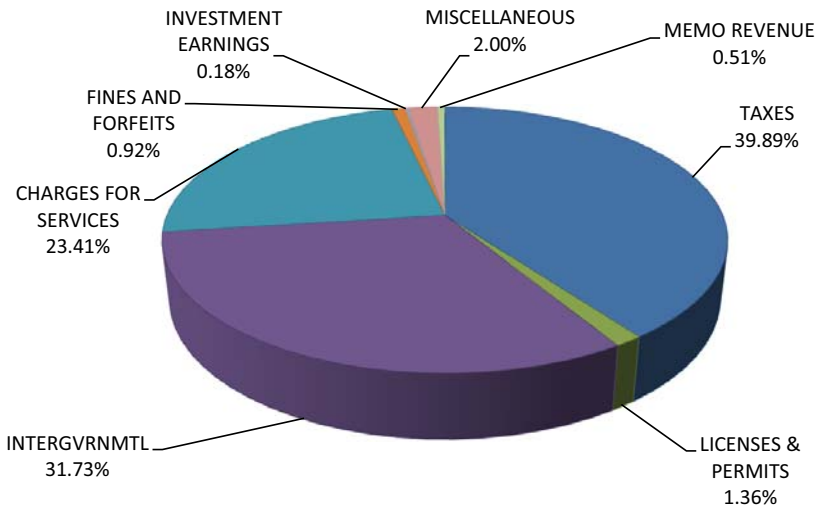


FUNDING SOURCES	EST. BEGINNING FUND BALANCE 2013/2014	ADOPTED REVENUES 2013/2014	ADOPTED EXPENDITURES 2013/2014	OTHER FINANCING SOURCES 2013/2014	INTERFUND TRANSFERS IN / (OUT)	ESTIMATED ENDING FUND BALANCE
GENERAL FUND	44,056,613	467,420,706	(503,524,831)	-	(7,952,488)	-
SPECIAL REVENUE FUNDS	92,457,661	227,024,490	(231,817,365)	-	(65,958,444)	21,706,342
DEBT SERVICE FUND	36,000,489	59,611,817	(124,043,471)	-	64,072,901	35,641,736
CAPITAL PROJECTS FUNDS	74,380,722	37,372,695	(182,441,811)	94,000,000	49,169,468	72,481,074
ENTERPRISE FUNDS	174,770,393	190,993,523	(225,072,139)	70,000,000	(38,272,595)	172,419,182

Note: Enterprise Fund amounts do not include the impact of the Regional Wastewater Reclamation Capital Improvement Program totaling 113,094,448.
Note: The above charts do not include Internal Service Funds.

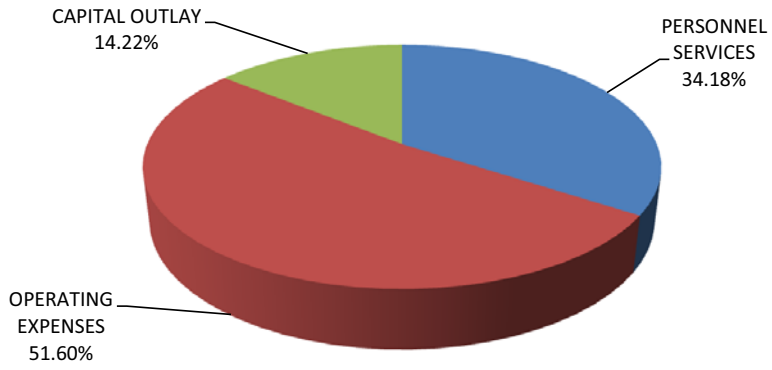
TOTAL COUNTY BUDGET BY SOURCE AND USE

REVENUES



REVENUES	FY 2011/2012 ACTUAL	FY 2012/2013 ADOPTED	FY 2013/2014 ADOPTED
TAXES	407,324,920	390,915,887	391,923,476
SPECIAL ASSESSMENTS	245,020	-	-
LICENSES & PERMITS	13,493,662	12,468,981	13,312,371
INTERGOVERNMENTAL	328,264,508	327,071,943	311,726,615
CHARGES FOR SERVICES	274,284,737	221,882,131	230,001,883
FINES AND FORFEITS	10,744,402	7,008,556	9,084,860
INVESTMENT EARNINGS	3,111,867	2,300,321	1,731,949
MISCELLANEOUS	29,207,407	21,636,555	19,642,077
MEMO REVENUE	4,991,727	7,045,000	5,000,000
	1,071,668,250	**990,329,374**	**982,423,231**

EXPENDITURES



EXPENDITURES	FY 2011/2012 ACTUAL	FY 2012/2013 ADOPTED	FY 2013/2014 ADOPTED
PERSONNEL SERVICES	409,129,637	419,687,283	433,074,038
OPERATING EXPENSES	581,455,599	591,987,525	653,668,902
CAPITAL OUTLAY	149,124,615	221,821,633	180,156,677
	1,139,709,851	**1,233,496,441**	**1,266,899,617**

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

REVENUES & EXPENDITURES
FISCAL YEARS 2011/2012 - 2013/2014

	FY 2011/2012 Actual	FY 2012/2013 Adopted	Estimated FY 2012/2013	FY 2013/2014 Adopted
General Fund				
Revenue				
Taxes	291,646,744	280,910,688	281,955,000	285,500,195
Intergovernmental	127,029,138	126,332,705	130,299,812	131,772,411
Charges for Services	39,303,701	32,000,478	32,048,393	35,145,041
Licenses & Permits	2,699,499	2,515,000	2,746,500	2,785,670
Fines & Forfeits	5,213,090	5,779,310	5,774,317	5,779,310
Miscellaneous Revenue	12,648,062	6,181,326	7,595,043	6,228,020
Investment Earnings	620,684	183,854	528,491	210,059
Memo Revenue	1,608,293	-	-	-
Total	**480,769,211**	**453,903,361**	**460,947,556**	**467,420,706**
Expenditures				
Personnel Services	256,273,123	272,886,814	269,580,622	285,799,160
Operating Expenses	188,247,304	218,811,669	189,175,915	217,347,671
Capital Equipment > $5,000	1,278,962	193,250	952,555	378,000
Total	**445,799,389**	**491,891,733**	**459,709,092**	**503,524,831**
Special Revenue				
Revenue				
Taxes	49,530,131	46,915,047	47,066,828	46,811,464
Special Assessments	245,020	-	-	-
Intergovernmental	155,725,440	157,495,605	158,063,104	146,091,835
Charges for Services	14,687,087	13,306,412	14,452,933	14,649,045
Licenses & Permits	5,459,036	5,035,381	4,912,112	5,325,701
Fines & Forfeits	5,035,856	1,204,984	1,227,271	3,283,550
Miscellaneous Revenue	12,578,496	10,837,706	12,221,269	10,232,801
Investment Earnings	725,482	533,301	778,334	630,094
Memo Revenue	330,120	-	-	-
Total	**244,316,668**	**235,328,436**	**238,721,851**	**227,024,490**
Expenditures				
Personnel Services	100,117,931	106,182,467	104,694,879	107,544,531
Operating Expenses	110,587,504	118,474,825	125,436,690	117,691,240
Capital Equipment > $5,000	6,138,770	5,691,520	6,931,361	6,581,594
Total	**216,844,205**	**230,348,812**	**237,062,930**	**231,817,365**
Debt Service				
Revenue				
Taxes	66,148,045	63,090,152	63,025,000	59,611,817
Intergovernmental	11,166	-	5,903	-
Investment Earnings	242,234	-	157,333	-
Total	**66,401,445**	**63,090,152**	**63,188,236**	**59,611,817**
Expenditures				
Operating Expenses	33,018,518	-	-	-
Debt Service	104,318,708	112,966,351	113,524,168	124,043,471
Total	**137,337,226**	**112,966,351**	**113,524,168**	**124,043,471**

REVENUES & EXPENDITURES
FISCAL YEARS 2011/2012 - 2013/2014

	FY 2011/2012 Actual	FY 2012/2013 Adopted	Estimated FY 2012/2013	FY 2013/2014 Adopted
Capital Projects				
Revenue				
Intergovernmental	44,141,137	43,773,313	41,879,356	33,862,369
Charges for Services	3,079,584	2,541,905	3,019,682	2,376,867
Miscellaneous Revenue	564,659	1,638,500	2,624,956	1,133,459
Investment Earnings	698,489	-	483,977	-
Memo Revenue	-	102,500	-	-
Total	**48,483,869**	**48,056,218**	**48,007,971**	**37,372,695**
Expenditures				
Personnel Services	81,726	(1,950)	170,477,081	3,080
Capital Projects	149,529,564	224,129,376	28,164,953	182,438,731
Total	**149,611,290**	**224,127,426**	**198,642,034**	**182,441,811**
Enterprise				
Revenue				
Intergovernmental	1,357,627	-	-	-
Charges for Services	200,707,357	156,831,156	161,327,246	161,247,254
Licenses & Permits	5,335,127	4,918,600	-	5,201,000
Sewer Connection Fees	16,507,008	16,502,180	-	16,583,676
Fines & Forfeits	495,456	24,262	10,000	22,000
Miscellaneous Revenue	3,467,520	3,149,343	2,345,233	2,047,797
Investment Earnings	980,943	1,480,666	675,413	891,796
Memo Revenue	482,696	-	-	-
Capital Contributions	2,570,618	7,045,000	5,000,000	5,000,000
Total	**231,904,352**	**189,951,207**	**174,687,814**	**190,993,523**
Expenditures				
Personnel Services	52,656,857	40,619,952	40,551,003	39,727,267
Operating Expenses	81,810,545	40,923,701	40,819,684	45,925,121
Capital Equipment > $5,000	544,120	2,307,743	2,283,806	31,790,766
Debt Service	18,864,048	59,655,820	54,664,230	62,657,098
Contra Assets	(364,869)	(2,307,743)	-	(2,282,054)
Depreciation Expense	36,647,120	32,962,646	44,868,559	47,253,941
Total	**190,157,821**	**174,162,119**	**180,903,476**	**225,072,139**
TOTAL REVENUE	**1,071,793,038**	**990,329,374**	**1,140,636,721**	**982,423,231**
TOTAL EXPENDITURES	**1,139,749,931**	**1,233,496,441**	**1,189,841,700**	**1,266,899,617**

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

BUDGET IN BRIEF

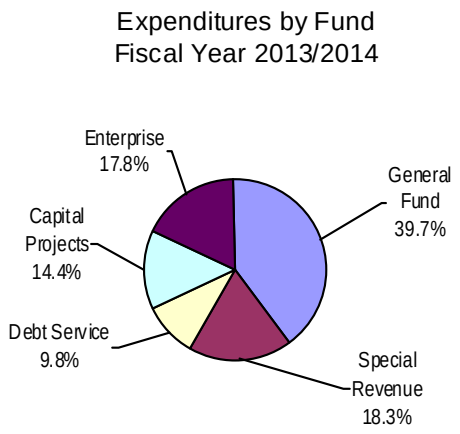
Arizona Revised Statute §42-17105 requires the Pima County Board of Supervisors to adopt a budget for each fiscal year. On June 18, 2013, the Board adopted the budget for fiscal year 2013/14, which covers the period from July 1, 2013 through June 30, 2014.

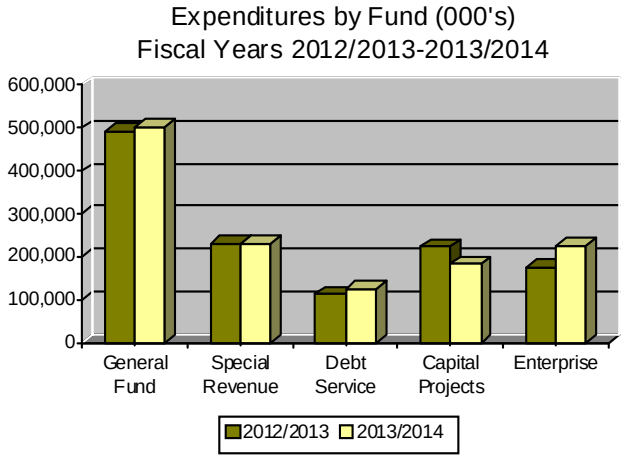
Pima County's Fiscal Year 2013/14 Adopted Budget includes:

- $1.267 billion in expenditures
- $982 million in revenues
- $163.4 million in operating transfers between the various operating funds
- $164.0 million total in debt issues including $20.0 million in General Obligation bonds, $16.0 million in Transportation bonds, $58.0 million in Certificates of Participation, and $70.0 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 2013/14 Adopted Budget for General Fund expenditures increased by $11.6 million over fiscal year 2012/13. Major factors contributing to this net increase include:

- $4.7 million increase in medical insurance and retirement benefits costs
- $4.5 million ongoing employee compensation adjustment of a 1% salary increase effective June 30, 2013 and a 2% salary increase effective December 29, 2013
- $3.4 million increase in Information Technology for Geographic Information System (GIS) costs now charged to departments under the County's Central Cost Allocation Plan and additional maintenance and consulting costs
- $3.5 million increase for a one time employee compensation adjustment in July, 2013
- $2.9 million increase for the Sheriff department to maintain current service levels and increase officers' uniform allowance
- $2.1 million increase in Motor Pool charges
- $1.5 million increase in the County Attorney department to maintain current service levels
- $1.3 million increase in maintenance and utilities costs of Natural Resources Parks & Recreation based on a mid-year analysis and adjustment in fiscal year 2012/13
- $0.7 million increase for Facilities Maintenance due to new County buildings coming on line
- $0.5 million reduction in General Fund support to Development Services
- $0.7 million transfer of Human Resources costs to the Health Benefits Trust Fund
- $1.2 million reduction in elections costs in the Recorder's office from the primary and general elections in 2012
- $1.2 million reduction for the transfer of costs from Institutional Health to the Health Department special revenue fund as part of a reorganization of the Health Services functional area

General Fund - continued

- $2.0 million reduction in elections costs in the Elections office from the primary and general elections in 2012
- $7.1 million decrease in the General Fund budgeted reserve, shown as a contingent expenditure
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs, etc.

SPECIAL REVENUE FUNDS: The Fiscal Year 2013/14 Adopted Budget for Special Revenue Funds expenditures increased by $1.5 million over fiscal year 2012/13. Major factors contributing to this net increase include:

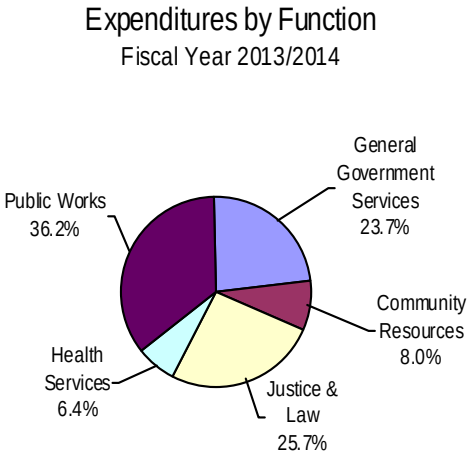
- $3.7 million net increase in budgeted expenditures for many smaller special revenue funds such as Sheriff federal RICO $500k, Natural Resources Parks & Recreation Special Programs $756k, County Attorney Fill the Gap $316k, Superior Court AOC appropriated funds $503k, etc.
- $2.2 million increase in Transportation resulting from higher HURF tax revenues as a result of improving economic conditions and a partial reversal of HURF shifts to the State
- $1.9 million increase in Health department to correct an underfunded budget in fiscal year 2012/13 based on a mid year analysis and adjustment in 2012
- $1.6 million increase in budgeted grants for the Office of Emergency Management & Homeland Security based on unanticipated grant awards in the previous year
- $1.5 million increase in Pima Animal Care Center to correct an underfunded budget in fiscal year 2012/13 based on a mid year analysis and adjustment in 2012
- $1.2 million increase in the County Free Library budget for expanded services and book expenses
- $1.0 million increase in the Regional Flood Control District for additional maintenance and engineering costs
- $1.9 million decrease in Sheriff grants offset by increased funding in the General Fund
- $2.0 million decrease in County Attorney grants partially offset by increased funding in the General Fund
- $2.8 million reduction to Community Services Employment & Training workforce grant funding
- $5.2 million decrease in Community Development & Neighborhood Conservation grants due to the expiration of the Neighborhood Stabilization II (NSP II) program
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs, etc.

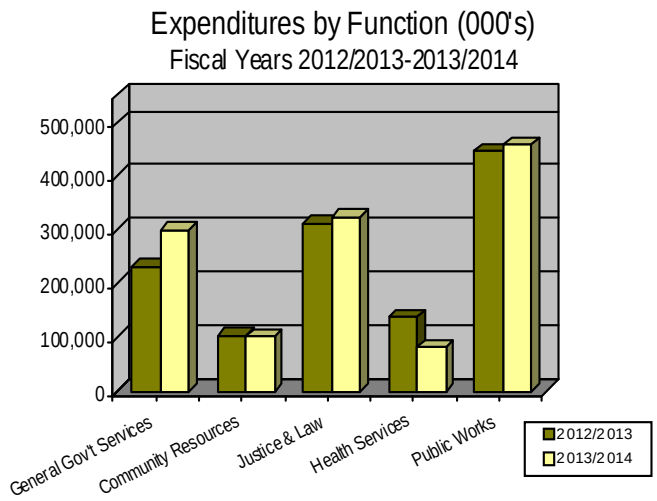
DEBT SERVICE FUND: The Fiscal Year 2013/14 Adopted Budget for Debt Service Fund expenditures increased $11.1 million over fiscal year 2012/13. This increase is the net of retired debt and anticipated debt service costs related to bond and certificates of participation sales to be made in fiscal year 2013/14. *(See the Supplemental Information section – Long Term Debt.)*

CAPITAL PROJECTS FUND: The Fiscal Year 2013/14 Adopted Budget for the Capital Projects Fund expenditures decreased by $41.7 million from fiscal year 2012/13, based on the implementation of the approved current year Capital Improvement Budget, as detailed in the County's Fiscal Year 2013/14 to Fiscal Year 2017/18 Capital Improvement Plan. (*See the Capital Improvement Projects section - Summary of Active Capital Improvement Projects*.)

ENTERPRISE FUNDS: The Fiscal Year 2013/14 Adopted Budget for Enterprise Fund expenses increased by $50.9 million over fiscal year 2012/13. The increase is attributable to Regional Wastewater Reclamation's decommissioning of its Randolph Park treatment facility and the resulting recognition of its book value as a cost, as well as increased depreciation associated with capital improvements at the Ina Road facility.

Comparison of Expenditures by Functional Area





GENERAL GOVERNMENT SERVICES: The Fiscal Year 2013/14 Adopted Budget for expenditures for the General Government Services functional area increased by $68.2 million over fiscal year 2012/13. Major reasons for the net increase include:

- $58.6 million increase in budgeted expenditures for the County's mandated payments to the state for AHCCCS and ALTCS transferred to Finance & Risk Management from Institutional Health
- $11.1 million increased debt service based on the net of retired debt and anticipated debt service costs related to bond and certificates of participation sales to be made in fiscal year 2013/14
- $3.4 million increase in Information Technology for Geographic Information System (GIS) costs now charged to departments under the County's Central Cost Allocation Plan and additional maintenance and consulting costs
- $1.6 million increase in budgeted grants for the Office of Emergency Management as a result of unanticipated grant awards in fiscal year 2012/13
- $1.5 million compensation adjustment comprised of a one time adjustment, a 1% salary increase effective June 30, 2013 and a 2% salary increase effective December 29, 2013
- $1.2 million increase for from the transfer of Photo Traffic Enforcement from the Office of Court Appointed Counsel to Non Departmental
- $0.7 million increase for additional funding for Facilities Maintenance due to new County buildings
- $0.5 million increase in medical insurance and retirement costs
- $1.2 million decrease in elections costs in the Recorder's office from the primary and general elections in 2012
- $2.0 million reduction in elections costs in the Elections office from the primary and general elections in 2012
- $7.1 million decrease in the General Fund budgeted reserve, shown as a contingent expenditure
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

COMMUNITY RESOURCES: The Fiscal Year 2013/14 Adopted Budget for expenditures for the Community & Economic Development functional area decreased by $2.8 million from fiscal year 2012/13. Major factors contributing to this net decrease are:

- $5.2 million decrease in Community Development & Neighborhood Conservation grants due to the expiration of the Neighborhood Stabilization II (NSP II) program
- $2.8 million reduction to Community Services Employment & Training workforce grant funding
- $1.3 million in maintenance and utilities costs of Natural Resources Parks & Recreation based on a mid-year analysis and adjustment in fiscal year 2012/13
- $700,000 increase in Parks Special Programs
- $1.2 million increase in the County Free Library budget for expanded services and book expenses

Community Resources - continued

- $500,000 million compensation adjustment comprised of a one time adjustment, a 1% salary increase effective June 30, 2013 and a 2% salary increase effective December 29, 2013
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

JUSTICE & LAW: The Fiscal Year 2013/14 Adopted Budget for the Justice & Law functional area increased by $12.5 million over fiscal year 2012/13. This net increase is due primarily to:

- $5.6 million increase for compensation adjustment comprised of a one time adjustment, a 1% salary increase effective June 30, 2013 and a 2% salary increase effective December 29, 2013
- $3.9 million increase in medical insurance and retirement benefits costs
- $2.9 million increase in the Sheriff department to maintain current service levels and increase officers' uniform allowance
- $1.5 million increase in the County Attorney department to maintain current service levels
- $1.2 million decrease from the transfer of Photo Traffic Enforcement from the Office of Court Appointed Counsel to Non Departmental
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

HEALTH SERVICES: The Fiscal Year 2013/14 Adopted Budget for the Health Services functional area decreased by $56.7 million from fiscal year 2012/13. The main reasons for this net decrease include:

- $58.6 million decrease in budgeted expenditures for the County's mandated payments to the state for AHCCCS and ALTCS transferred to Finance & Risk Management in General Government Services from Institutional Health
- $0.7 million decrease in Public Health Grants
- $1.9 million increase in Health department to correct an underfunded budget in fiscal year 2012/13 based on a mid year analysis and adjustment in 2012
- $1.5 million increase in Pima Animal Care Center to correct an underfunded budget in fiscal year 2012/13 based on a mid year analysis and adjustment in 2012
- also includes other position related adjustments, benefits adjustments, adjustments for other one time costs, increased depreciation, etc.

PUBLIC WORKS: The Fiscal Year 2013/14 Adopted Budget for the Public Works functional area increased by a net $12.2 million over fiscal year 2012/13. Significant changes include the following:

- $50.6 million increase in Regional Wastewater Reclamation due to decommissioning of its Randolph Park treatment facility and the resulting recognition of its book value as a cost, as well as increased depreciation associated with capital improvements at the Ina Road facility
- $2.1 million increase in Transportation from higher HURF tax revenues as a result of improving economic conditions
- $1.0 million increase in the Regional Flood Control District for additional maintenance and engineering costs
- $41.7 million decrease from fiscal year 2012/13 in CIP, based on the implementation of the approved current year Capital Improvement Budget, as detailed in the County's Fiscal Year 2013/14 to Fiscal Year 2017/18 Capital Improvement Plan. (*See the Capital Improvement Projects section - Summary of Active Capital Improvement Projects*.)
- 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 2013/14:

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 2013/14, General Fund expenditures include $22.8 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 $21.2 million from the beginning fund balance. Major factors contributing to this decrease are discussed under the Budget Issues Tab (pages 4-9 through 4-14).

Special Revenue Funds

The fiscal year 2013/14 adopted ending fund balance for all Special Revenue Funds is $21.7 million, a net decrease of $70.8 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 Grants, etc.

Debt Service Fund

The fiscal year 2013/14 adopted ending fund balance for the Debt Service Fund is $35.6 million, a net decrease of $0.4 million from the budgeted beginning fund balance. Major activity for the year includes:

- $6.1 million net increase in operating transfers in
- $11.1 million increase in overall debt service payments which 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 2013/14
- $3.5 million decrease in property tax revenues

Capital Projects Fund

The fiscal year 2013/14 adopted ending fund balance for the Capital Projects Fund is $72.5 million, a net decrease of $1.9 million from the budgeted beginning fund balance as existing bond and non-bond funds are expended in the implementation of the approved current year Capital Improvement Budget, as detailed in the County's proposed fiscal year 2013/14 to 2017/18 Capital Improvement Plan. (*See the Capital Improvement Project section - Summary of Active Capital Improvement Projects*)

Enterprise Funds

The fiscal year 2013/14 adopted ending net assets for all Enterprise Funds is $172.4 million, a net decrease of $2.4 million from the budgeted beginning net assets. Major factors contributing to this decrease include:

- $1.3 million decrease in Development Services' net assets. A contingency expenditure of $1.0 million is budgeted for the department's operating deficit
- $0.9 million decrease in Parking Garages budgeted net assets

Note that the ending net assets for Regional Wastewater Reclamation do not include the impact of Capital Improvement Projects planned for fiscal year 2013/14.

A summary table of beginning and ending fund balances/net assets for all funds is located on pages 8-2 through 8-5 of the Summary Schedules section.

SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2011/2012 - 2013/2014

Functional Area/Department	Adopted 2011/2012	Adopted 2012/2013	Adopted 2013/2014	2013/2014 vs 2012/2013
General Government Services				
Assessor	155.0	155.0	148.0	(7.0)
Board of Supervisors	23.4	23.7	23.3	(0.4)
Clerk of the Board	16.0	16.0	16.0	-
Communications Office	10.4	10.0	10.5	0.5
County Administrator	11.8	11.2	11.6	0.4
Elections	16.0	16.5	16.0	(0.5)
Facilities Management	168.0	169.0	170.0	1.0
Finance & Risk Management	234.2	231.2	232.1	0.9
Fleet Services	55.0	55.0	55.0	-
Human Resources	49.1	49.1	55.0	5.9
Information Technology	172.0	166.0	168.0	2.0
Office of Emergency Management & Homeland Security	11.6	17.7	11.2	(6.5)
Office of Sustainability and Conservation	11.5	13.9	15.0	1.1
Procurement	30.6	31.7	31.7	-
Recorder	45.0	47.0	47.0	-
Treasurer	38.5	38.5	38.5	-
Total General Government Services	**1,048.1**	**1,051.5**	**1,048.9**	**(2.6)**
Community Resources				
Community & Economic Development Administration	4.0	3.3	4.3	1.0
Community Development & Neighborhood Conservation	32.6	28.3	25.6	(2.7)
Community Services, Employment & Training	141.3	135.9	154.6	18.7
County Free Library	388.1	408.0	405.2	(2.8)
Economic Development & Tourism	3.0	4.0	4.0	-
Kino Sports Complex	15.8	7.0	7.0	-
Natural Resources, Parks & Recreation	230.2	243.0	249.2	6.2
School Superintendent	14.0	15.0	14.0	(1.0)
Stadium District	33.3	39.6	40.2	0.6
Total Community Resources	**862.3**	**884.1**	**904.1**	**20.0**

SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2011/2012 - 2013/2014

Functional Area/Department	Adopted 2011/2012	Adopted 2012/2013	Adopted 2013/2014	2013/2014 vs 2012/2013
Justice & Law				
Clerk of the Superior Court	212.0	214.1	218.0	3.9
Constables	13.0	13.0	13.0	-
County Attorney	467.9	485.9	479.0	(6.9)
Forensic Science Center	27.5	31.0	32.0	1.0
Justice Court Ajo	11.6	11.0	11.0	-
Justice Court Green Valley	11.5	11.0	11.0	-
Justice Court Tucson Consolidated	136.0	138.2	138.0	(0.2)
Juvenile Court	525.7	492.3	488.4	(3.9)
Legal Defender	43.0	42.5	43.5	1.0
Office of Court Appointed Counsel	21.1	36.5	36.5	-
Public Defender	163.7	163.9	164.1	0.2
Public Fiduciary	35.6	34.3	35.2	0.9
Sheriff	1,418.2	1,636.0	1,639.0	3.0
Superior Court	667.0	658.4	665.8	7.4
Total Justice & Law	**3,753.8**	**3,968.1**	**3,974.5**	**6.4**
Health Services				
Environmental Quality	36.0	36.8	37.2	0.4
Health	303.5	278.3	288.5	10.2
Institutional Health	30.3	30.5	-	(30.5)
Office of Medical Services	-	-	14.0	14.0
Pima Animal Care Center	77.9	79.0	79.0	-
Pima Health System & Services	256.5	-	-	-
Solid Waste	28.5	27.1	28.0	0.9
Total Health Services	**732.7**	**451.7**	**446.7**	**(5.0)**
Public Works				
Capital Projects	5.0	5.0	6.0	1.0
Development Services	65.1	62.2	61.0	(1.2)
Public Works Administration	23.0	22.0	22.0	-
Regional Flood Control District	67.3	65.0	65.0	-
Regional Wastewater Reclamation	511.8	506.5	494.8	(11.7)
Transportation	294.7	297.7	306.5	8.8
Total Public Works	**966.9**	**958.4**	**955.3**	**(3.1)**
TOTAL FUNCTIONAL AREAS	**7,363.8**	**7,313.8**	**7,329.5**	**15.7**

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

Major net changes in Full Time Equivalent (FTE) positions from fiscal year 2012/13 to 2013/14 are explained in general below:

FTEs in General Government Services decreased by 2.6 or 0.3%. Major factors contributing to this net decrease include:

- 7.0 FTE decrease in Assessor due to elimination of vacant positions
- 6.5 FTE decrease in the Office of Emergency Management & Homeland Security primarily due to the decrease in Radio System Special Revenue Fund positions
- 5.9 FTE increase in Human Resource due to creation of a new self-insured Health Benefits Trust Internal Service Fund and a new HIPAA Compliance unit
- 2.0 FTE increase in Information Technology for the new Pima County Wireless Integrated Network System (PCWIN) in the Telecommunications Internal Service Fund
- 1.1 FTE increase in Office of Sustainability and Conservation primarily due to the transfer of 2.0 FTEs Environmental Analyst positions from Regional Wastewater Reclamation and transfer of 1.0 FTE Program Coordinator to Natural Resources Parks & Recreation
- 1.9 FTE net increase in various other General Government Services departments

FTEs in Community Resources increased by 20.0 or 2.3%. Major factors contributing to this net increase include:

- 18.7 FTE increase in Community Services, Employment & Training is the result of 12.7 FTEs that were inadvertently omitted in the fiscal year 2012/13 budget, 3 FTEs for youth and Adult Work Experience Program (AWEP) workers, 2 FTEs transferred from the Finance Department, and 1 FTE added for One-Stop Job Service
- 6.2 FTE increase in Natural Resources Parks & Recreation for new and expanded facilities
- 2.8 FTE decrease in County Free Library as a result of reorganization among library branches
- 2.7 FTE decrease in Community Development and Neighborhood Conservation due to decrease in grant funding
- 1.0 FTE increase in the Community & Economic Development Administration as the result of a program manager position transferred from Economic Development & Tourism
- 0.3 FTE decrease in various other Community Resources departments

FTEs in Justice & Law increased by 6.4 or 0.2%. Major factors contributing to this net increase include:

- 7.4 FTE increase in Superior Court due to increases in activity in various special revenue fund areas such as Conciliation, Fill the Gap, and Probation.
- 6.9 FTE decrease in County Attorney as a result of reorganization among County Attorney divisions.
- 3.9 FTE increase in Clerk of the Superior Court due to various mandated microfilm conversion projects.
- 3.9 FTE decrease in Juvenile Court which reflects the departments' effort to maintain their mission critical operations while reducing budgeted attrition.
- 3.0 FTE increase in Sheriff from additions associated with the new Pima County Wireless Integrated Network and new grants.
- 1.0 FTE increase in Forensic Science Center for an additional Pathology Assistant position to assist with increased workload.
- 2.0 FTE increase in various other Justice & Law departments

FTEs in Health Services decreased by 5.0 or 1.1%. Major factors contributing to this net decrease include:

- 30.5 FTE decrease in Institutional Health following its reorganization transferring 14.0 FTEs to the newly formed Office of Medical Services and 15.0 FTEs to Health department with a net decrease of 1.5 FTEs in the reorganization
- 14.0 FTE increase in Office of Medical Services transferred from Institutional Health as described above
- 10.2 FTE net increase in Health from the transfer of FTEs from Institutional Health, offset by a net decrease in Health Grants and Health department operations of 4.8 FTEs
- 1.3 FTE increase in various other Health Services departments

FTEs in Public Works decreased by 3.1 or 0.3%. Major factors contributing to this net increase include:

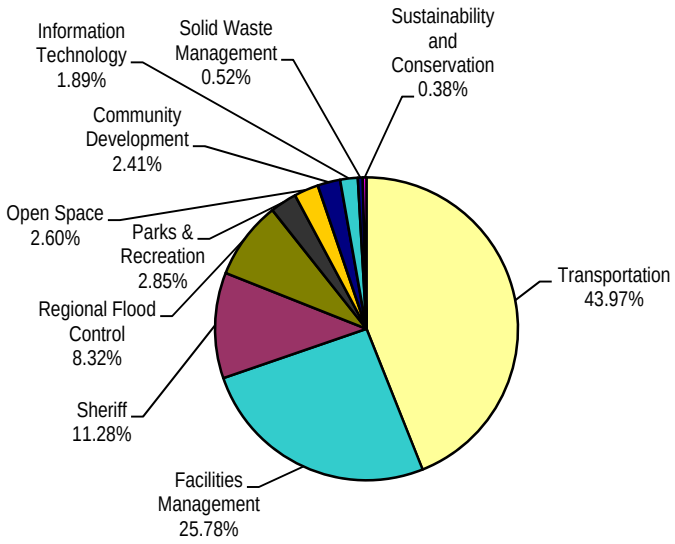
- 11.7 FTE decrease in Regional Wastewater Reclamation due to the elimination of 12.0 FTES for the decommissioning of the Roger Road plant and a reassessment of existing positions
- 8.8 FTE increase in Transportation due to the increased commitment and funding of the Pavement Preservation Program
- 1.2 FTE decrease in Development Services due to the a Civil Engineering Manager position was not funded
- 1.0 FTE increase in Capital Projects due to the transfer of a Program Coordinator from Regional Wastewater Reclamation Department

PIMA COUNTY CAPITAL IMPROVEMENT PROGRAM OVERVIEW

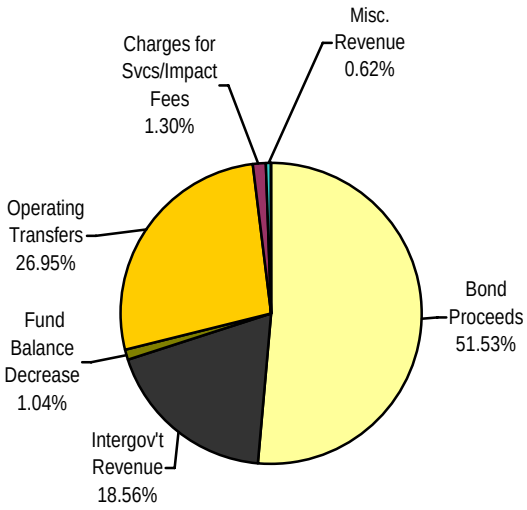
The following charts provide summary information for Pima County's fiscal year 2013/14 adopted expenditures, revenues, and other funding sources for all Capital Projects Fund projects.

Pima County FY 2013/14 Capital Projects Fund[1]

Expenses by Category



Sources of Funding



Expenses by Category	
Transportation	$80,193,296
Facilities Management	47,024,037
Sheriff	20,583,490
Regional Flood Control	15,183,791
Parks and Recreation	5,204,648
Open Space	4,748,202
Community Development	4,401,065
Information Technology	3,444,285
Environmental Quality – Solid Waste	955,371
Office of Sustainability and Conservation	700,546
Project Management Office **	3,080
Total	$182,441,811

Sources of Funding	
Other Funding: Bond Proceeds	$94,000,000
Intergovernmental Revenue	33,862,369
Other Funding: Fund Balance Decrease	1,899,648
Other Funding: Operating Transfers	49,169,468
Charges for Services/Impact Fees	2,376,867
Miscellaneous Revenue	1,133,459
Total	$182,441,811

** Adopted Budget Fiscal Year 2013/14 Capital Projects amount above of $182,441,811 includes $3,080 of benefit adjustments for Public Works Project Management Office Employees currently included in the Capital Projects department total but is not included in the above pie chart representing the departmental projects.

[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.

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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

On July 21, 2011, the Board of Supervisors adopted a revised 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 unit/object line item basis. While this type of presentation provides valuable information, it does not identify the full cost or the varied 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 2011/12, the estimated result for fiscal year 2012/13, and the planned result for fiscal year 2013/14. As this type of presentation continues to evolve, 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 the recent unprecedented economic recession. Faced with plummeting state shared revenues, the County began to reduce overall expenditures more than five 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 $20 million from their peak in fiscal year 2006/07 to fiscal year 2013/14 and are now beginning to recover. For the fourth year in a row and only the second time in twenty years, the property tax base has also shown a decline. The primary assessed value of the County declined from the previous year approximately 6.38 percent, while the secondary assessed value declined approximately 6.70 percent, which means for the fiscal year 2013/14 budget, our tax base will be in aggregate 15.9 percent smaller than it was in fiscal year 2009/10. Current economic conditions may appear to be improving, but will not be reflected in the property tax base for 24 to 36 months. Hence, we continue to forecast another 0.5 percent contraction of the tax base through fiscal year 2014/15. 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 $37 million in revenue reductions and expense shifts to Pima County through the end of fiscal year 2012/13. In fiscal year 2012/13, the State began to reverse many of the revenue reductions and cost transfers. However, they remain significant. Given the drop in state shared revenues from fiscal year 2006/07 to 2013/14, a declining value in the property tax base, and state cost shifts and transfers over the four prior 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. While no additional across-the-board reductions were made for fiscal years 2012/13 or 2013/14, the County will continue to realize these savings.

- No across-the-board pay adjustments were given to County employees from fiscal year 2008/09 through fiscal year 2010/11. A one percent general across-the-board pay adjustment was given in fiscal year 2011/12 to help offset mandated employee retirement contribution increases. No across-the-board pay adjustments were budgeted for fiscal year 2012/13. Over this period, annual cost savings were as much as $8 million compared to a two-percent annual pay increase. County employees received a combination of one-time and ongoing salary adjustments in fiscal year 2013/14 (see the *Provide Adequate Employee Compensation of this Financial Policies section below).*

- Since fiscal year 2007/08 total budgeted Full-Time Equivalent (FTE) positions in Pima County have decreased by 1,072 or 13.0 percent primarily through attrition or transfer.

- The County has also tactically shifted its service model based on trends and actions beyond its control. These shifts have occurred without layoffs, and the planned shifts have been fully executed. Specifically, the County began moving away from direct healthcare delivery in 2004 with the management turnover of Kino Community Hospital to University Physicians, Inc. Two years ago, the County, recognizing the competitive pressure exerted by the State of Arizona in implementing the Arizona Health Care Cost Containment System exited the Acute Care Program. Over the past year, the County exited the Arizona Long Term Care System and fully transitioned the ownership and use of its long-term care facility, Posada del Sol, to a private entity.

- Effective June 1, 2013, Pima County went from a direct service model of providing solid waste services to the public to a new model of having a private contractor providing these services. This

change will reduce the County's forecasted fiscal year 2013/14 costs for this function by nearly $4 million.

- Over the years, Pima County has continued to change and upgrade its benefits package for employees. Not only has the County expanded its benefits package, but the cost to provide these benefits has steadily increased. The actual cost to the County for employee benefits in fiscal year 2003/04 totaled $65 million. The adopted budgeted benefit cost in fiscal year 2013/14 totals nearly $130 million which is double the fiscal year 2003/04 amount. A significant portion of this increase is the result of increases in the cost of employee medical insurance and retirement contributions. Fiscal year 2013/14 aggregate benefits increased in excess of $8 million over fiscal year 2012/13. This increase in benefits costs will be absorbed by the County despite its shrinking tax base and increasing costs within other areas of the County's budget.

- In prior fiscal years, the County had purchased medical insurance from an independent provider. Over the last five years the County's employee medical insurance premium increased by an average of 15 to 20 percent yearly. In order to control the rate of increase of employee medical insurance costs, the County moved to a self-insured medical plan run by a third party administrator. Under this new model, fiscal year 2013/14 insurance costs are forecasted to increase by less than 7% from the fiscal year 2012/13 cost.

- Overall County budgeted expenditures of $1,266,899,617 are 15 percent less than six years ago.

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 2013/14 no funding was available or approved for supplemental requests.

Diversify the County's Revenue Sources

Property Taxes

The fiscal year 2013/14 Adopted Budget relies on a $0.2487 increase in the primary property rate for General Government. The Library District secondary property tax rate increases by $0.0293, Debt Service and the Regional Flood Control District secondary property tax rates are unchanged from fiscal year 2012/13. The total property tax rate for Pima County increases from $4.8073 to $5.0853 per $100 of assessed valuation.

General Government Revenues other than Property Taxes

Excluding revenues related to primary property taxes, projected fiscal year 2013/14 general government revenue from all other sources is $145.5 million, an increase of $9.1 million over the fiscal year 2012/13 adopted budget. State Shared Sales Taxes are expected to increase by $5.7 million, while Vehicle License Tax revenue is expected to increase by approximately $219 thousand. Other changes in revenue include a $26 thousand increase in Pooled Investment Interest and a $270 thousand increase in Business License and Permit revenue. Transient Lodging tax revenue increases by $61 thousand. Contributions for Administrative Overhead from other County funds will increase by $3.0 million in fiscal year 2013/14 due to greater dollars received from enterprise, special revenue and internal service funds for central administrative support. Federal Payments in Lieu of Taxes (F-PILT) increase by $64 thousand because of inflation.

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 $37 million. If these income tax revenues were received, they could be used to further reduce the primary property tax by $0.4872 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. As of the start of fiscal year 2013/14, Pima County still does not levy a sales tax.

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*

Minimize Adjustments to Property Tax Rates

Table 1 underscores the Board of Supervisor's commitment to minimize increases in property tax rates. The total rate adopted by Pima County increased by 1.9 percent in fiscal year 2010/11, increased by 3.7 percent in fiscal year 2011/12 and was unchanged in FY 2012/13. In response to continued decreases in property values (6.38 percent for the Pima County Primary Net Assessed Value and 6.07 percent for the County's Secondary Net Assessed Value) and increased demand for services the total rate for fiscal year 2013/14 increased by 5.8 percent. However, due to the declining property values, the average taxpayer will still pay 1.1 percent less to Pima County than in fiscal year 2012/13.

Table 1

Comparison of Property Tax Rates*

	FY 2010/11 Tax Rates	FY 2011/12 Tax Rates	FY 2013/14 Tax Rates	FY 2013/14 Tax Rates
Pima County Primary (General Gov't)	$3.3133	$3.4178	$3.4178	$3.6665
Debt Service	0.7500	0.7800	0.7800	0.7800
Library District	0.3100	0.3460	0.3460	0.3753
Regional Flood Control District	0.2635	0.2635	0.2635	0.2635
Total	$4.6368	$4.8073	$4.8073	$5.0853

* 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 $22.8 million for fiscal year 2013/14, which is approximately 5 percent of budgeted operating revenues. This follows 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, 2010/11 and 2011/12, and 2012/13 were primarily due to State Arizona Long Term Care System (ALTCS) payment adjustments: greater than estimated General Fund revenues from State, Federal and County sources: management initiatives in such areas as energy, inmate heath and Restoration to Competency resulting in reduced costs, and refunds resulting from the State's receipt of federal stimulus funds.

Table 2

General Fund Unreserved Ending Fund Balance

	Budgeted	Actual		% of Revenue
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		11.4
Fiscal Year 2011/12	$34,774,388	$66,529,982		13.5
Fiscal Year 2012/13	$29,930,587	$44,056,613	*	6.5
Fiscal Year 2013/14	$22,800,043			5.0

***** 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 2012/13 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 2012/13 budgeted subsidy of $1.5 million was transferred from the General Fund to the District. While the District has made significant headway in its recovery from the loss of Major League Baseball by diversifying its revenue sources, a similar situation is expected in fiscal year 2013/14 and the remaining existing fund balance will likely not cover all budgeted costs. However, in order to avoid a negative fund balance by the end of fiscal year 2013/14, $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 had made concerted efforts in reducing costs and increasing fees, as appropriate, the Solid Waste Special Revenue Fund continued to incur operating losses over the past several years. The Adopted Budget for fiscal year 2012/13 included $800,000 in the Budget Stabilization Fund to cover operating losses and this amount was transferred to Solid Waste. The fiscal year 2013/14 adopted budget also includes $800,000 in the Budget Stabilization Fund to cover possible operating losses. However, effective June 1, 2013, Pima County went from a direct service model of providing solid waste services to the Public to a new model of having a private contractor providing these services. This change will reduce the County's forecasted fiscal year 2013/14 costs for this function by nearly $4 million and the funding budgeted in the General Fund may not be needed.

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. General Fund support for the department began at $2.0 million in fiscal year 2009/10 and was gradually reduced to $1.0 million in fiscal year 2012/13. Construction activity in the County has begun to stabilize and is projected to begin a small recovery during fiscal year 2013/14 which should result in lower operating losses. The fiscal year 2013/14 Adopted Budget includes $500,000 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 fiscal year 2013/14 Board 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 2013/14, budgeted expenditure authority in

the Budget Stabilization Fund amounts to $2,800,000. Discussions of all the items in the following table can be found in the *Budget Issues* section.

Table 3

Budget Stabilization Fund

Development Services - planning function	$ 500,000
Solid Waste - operating loss	800,000
Stadium District – operations	1,500,000
Total Budget Stabilization Fund	$ 2,800,000

Obtain Pre-approval of Grants with Fund Impact

Pima County receives significant grant funding from federal, state, and local agencies. Often, the Board of Supervisors had not been apprised of grant applications and resulting fiscal impacts to the County until after grants were awarded and funding was pending or, in some cases, already received. Further, information and analysis accompanying requests for grant acceptance were inconsistent and in some cases insufficient to allow the Board to plan for the short and long term fiscal needs of the County. With the adoption of the fiscal year 1999/2000 budget, the Board directed that a policy be established to address these issues and to detail their expectations concerning acceptance terms and conditions under which grant funding is received. Board of Supervisors Policy No. D22.6 was adopted on October 26, 1999 and revised on July 12, 2011, 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 twelve 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 2003/04:

Table 4

Salary Increase Summary

Fiscal Year	Salary Increase
FY 2003/04	No general adjustment, anniversary increases, or step increases awarded
FY 2004/05	2.5% general adjustment effective Aug 8, 2004 2.5% general adjustment effective Dec 26, 2004 1 step adjustment for Sheriff non-command staff effective date in class new step plan for Sheriff's non-command staff, offering a market adjustment to bring officers in line with other local jurisdictions
FY 2005/06	2.5% general adjustment effective Jul 10, 2005 1.7% general adjustment effective Jul 10, 2005 to compensate for increased retirement rate contribution for members of the Arizona State Retirement System. 1 step adjustment for Sheriff's corrections non-command staff effective date in class
FY 2006/07	2.8% general adjustment effective Jul 1, 2006 1.7% general adjustment effective Jul 1, 2006 to compensate for increased retirement rate contribution for members of the Arizona State Retirement System 1 step adjustment for Sheriff's corrections non-command staff, deputies, and sergeants effective date in class
FY 2007/08	2.1% general adjustment effective Jul 8, 2007 2.5% market adjustment effective Jul 8, 2007 0.5% general adjustment effective Jul 8, 2007 to compensate for increased retirement rate contribution for members of the Arizona State Retirement System 10% and 5% step adjustment for Sheriff's deputies, sergeants, and corrections non-command staff effective January 6, 2008
FY 2008/09	No general adjustment, anniversary increases, or step increases awarded
FY 2009/10	No general adjustment, anniversary increases, or step increases awarded
FY 2010/11	No general adjustment, anniversary increases, or step increases awarded
FY 2011/12	1.0% general adjustment effective July 1, 2012 for existing employees to partially offset impacts of increased retirement plan contributions
FY 2012/13	No general adjustment, anniversary increases, or step increases awarded
FY 2013/14	1.0% general adjustment effective pay period beginning June 30, 2013 2.0% general adjustment effective December 29, 2013 One-Time lump sum adjustment of $200 to $1,000 based on the incumbent employees hire date in the County payable included in paycheck of July 19, 2013

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 one 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. While these mandated shifts in retirement contribution percentages were later reversed by the State Legislature, the 1.0 percent general adjustment for existing employees was retained.

The fiscal year 2012/13 aggregate benefits costs for the County increased in excess of $14 million from the fiscal year 2011/12 cost. As a result of the County having to absorb these additional benefits costs, there were insufficient resources available for any employee compensation package adjustments in fiscal year 2012/13.

Other than the small increase of one percent related to retirement contributions in fiscal year 2011/12 discussed above, County employees have not received an across the board compensation increase since fiscal year 2007/08. Consequently, employees have lost purchasing power to consumer inflation and increases to the employee cost of benefits during these six years. In recognition of this difficulty, the Board of Supervisors approved that 1) eligible employees receive a one-time, lump sum award of $200 to $1,000 based upon the number of years they have been employed with the County since the last cost of living adjustment was awarded at the beginning of fiscal year 2007/08; 2) effective the pay period starting on June 30, 2013, an across the board ongoing general adjustment of 1 percent be awarded to all eligible employees; 3) effective the pay period beginning December 29, 2013, an across the board ongoing general adjustment of 2 percent be awarded to all eligible employees.

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 $1.3 billion in active bond projects fully or partially funded by bonds and $777 million 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 2013/14 – 2017/18 identifies, among other items: active projects, funding sources, debt profiles, unfunded needs, and a schedule of bond sales. The CIP currently has 236 capital improvement projects and a total of $311.2 million budgeted for fiscal year 2013/14. Of this fiscal year amount, Regional Wastewater Reclamation funds $113.1 million, Telecommunications funds $607 thousand, and Fleet Services funds $15.1 million with $182.4 million approved in the fiscal year 2013/14 Capital Projects Adopted Budget. In addition to the total adopted budget, $5.2 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, $1.38 billion in bonds have been sold with $118.1 million remaining.

Table 5

1997, 2004 and 2006 Bond Authorizations

	Authorization (million)	Sold (million)	Remaining (million)
1997 General Obligation Bonds	$ 257.0	$ 249.0	$ 8.0
1997 Sewer Revenue Bonds	105.0	105.0	0.0
1997 Transportation Bonds	350.0	260.6	89.4
2004 General Obligation Bonds	582.2	563.8	18.4
2004 Sewer Revenue Bonds	150.0	150.0	0.0
2006 General Obligation Bonds	54.0	51.7	2.3
Total	$1,498.2	$ 1,380.1	$ 118.1

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, 2012, is as follows (in thousands):

Net assessed valuation:		$8,448,282
Debt Limit (15% of net assessed valuation):		$1,267,242
Amount of debt applicable to debt limit:		
General obligation bonds outstanding	$ 465,145	
Less net assets in debt service fund available for payment of general obligation bond principal	(22,602)	(433,543)
Legal debt margin available		$ 833,699

- 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. The County is planning to issue $16.0 million of Street and Highway Revenue Bonds in fiscal year 2013/14. For the fiscal year 2013/14, Street and Highway revenues are projected at $48,231,591. The highest annual principal and interest payment required after issuance of these bonds is scheduled to be $19,265,004 in fiscal year 2014/15, providing over 2.5 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 $1.6 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 2013/14, the secondary tax rate is $0.7800 per $100 of assessed valuation which is unchanged from fiscal year 2012/13 rate.

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 2002/03.

Table 6

Increases in Sewer User and Connection Fees

Fiscal Year	User Fees	Connection Fees
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%	*
2013/14 (effective 7/1/2013)	10.0%	*
2014/15	0.0%	*

* On May 15, 2012, the Board of Supervisors adopted Resolution No. 2012-27 establishing a change in the methodology for calculating connection fees. As part of this change, new connection fee rates were established based on water meter size rather than fixture unit equivalents.

The 2012 Regional Wastewater Reclamation Financial Plan forecasts no changes will likely be required in Sewer User and Connection Fees until at least fiscal year 2015/16.

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 General Government Services, Community Resources, Justice & Law, 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 temporarily suspended 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:

General Government Services 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, maintenance, purchasing, and risk management.

ASSESSOR

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. 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. Layout, 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 maintain the 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 design services 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). Serve as the filing office for candidate nomination filings and 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

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

FINANCE & RISK MANAGEMENT
Provide centralized financial and risk management services for the County including 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

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

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. Administer the Health Benefits Trust Fund self-insurance plan. Department goals address:

- Assurance of market competitiveness
- Compliance with mandated personnel policy
- Interdepartmental support for human resources issues
- Implementation of health benefits through insurance, wellness, and employee assistance programs

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

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

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 and other election related activities as prescribed by Title 16 and other provisions 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 for Pima County and its political subdivisions. Account for the collection, custody, and disbursement of public revenue, and report the same to the Board of Supervisors. Collect and distribute property 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 Resources 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:

- Improvement in department efficiency
- Increased levels of Employee Combined Appeal Program (ECAP) funding
- Implementation of County economic development plan

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:

- Esthetically pleasing and safe landscapes
- Facilities presenting a high quality image of Community Resources

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

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 soccer leagues 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
- Business operations models to account for new customer base

Justice & Law, 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

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

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

LEGAL DEFENDER

Provide quality legal representation in an efficient and 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

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. Provide administrative support by reviewing contract compliance and reviewing and processing claims submitted by contract attorneys and other defense related professional services in seven functional areas including misdemeanor, felony, first degree murder, Title 36, Rule 32, Juvenile Court, and the Court of Appeals. Department goals address:

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

PUBLIC DEFENDER

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

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 and 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

Health Services departments provide health services, health care and environmental management for Pima County residents and administer funding to and from state and other sources.

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

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 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

OFFICE OF MEDICAL SERVICES

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 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 of Arizona Medical Center - South Campus (UAMC – SC). 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. This department assumed the operating functions of the former Institutional Health department which was reorganized after FY 2012/13. 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 UAMC - SC operations and monitoring of services
- Minimize referrals of Restoration to Competency patients to Arizona State Hospital

SOLID WASTE MANAGEMENT

Provide efficient and environmentally responsible solid waste facilities for the people of Pima County. Provide 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

Note: The Solid Waste Management Adopted Budget was based on a model of the County providing direct solid waste services. However, the Board of Supervisors entered into a contract with Tucson Waste and Recycling Services to provide landfill and solid waste services for County residents.

Public Works provides for the infrastructure of the County, which encompasses floodwater management, roads, recreational facilities, county buildings, and sewer facilities.

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 2013/2014 – 2017/2018 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

PUBLIC WORKS ADMINISTRATION

Provide administrative services and capital project management and direct the real property activities 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 and oversight of floodplain management requirements of the Federal Flood Insurance Program. 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

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

STATE REPORTS

This section includes copies of Pima County's official State Budget Reports for fiscal year 2013/2014 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

Schedule G- Full-Time Employees and Personnel Compensation

PIMA COUNTY
SUMMARY SCHEDULE OF ESTIMATED REVENUES AND EXPENDITURES/EXPENSES
FISCAL YEAR 2013/2014

FUND	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012/2013*	ACTUAL EXPENDITURES/ EXPENSES 2012/2013**	UNRESERVED FUND BAL / NET ASSETS 7/1/2013 (est)***	DIRECT PROPERTY TAX REVENUE 2013/2014	ESTIMATED REVENUE OTHER THAN PROPERTY TAX 2013/2014	PROCEEDS FROM OTHER FINANCING SOURCES 2013/2014	INTERFUND TRANSFERS 2013/2014 IN	INTERFUND TRANSFERS 2013/2014 OUT	TOTAL FINANCIAL RESOURCES AVAILABLE 2013/2014	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2013/2014****
GENERAL FUND	491,891,733	459,709,092	44,056,613	285,500,195	181,920,511		23,894,918	31,847,406	503,524,831	503,524,831
SPEC REV FUNDS										
COUNTY FREE LIBRARY	34,150,000	34,759,817	9,522,210	28,603,438	1,520,000			89,250	39,556,398	35,305,000
EMPLOY & TRAINING	19,114,665	19,282,555	(227,343)		16,559,659		279,068		16,611,384	16,594,964
ENV QUALITY	3,637,875	3,658,668	1,503,006		3,201,440		411,507	117,476	4,998,477	3,962,080
HEALTH	26,609,996	27,747,695	1,488,246		17,713,126		11,786,561	102,574	30,885,359	29,411,676
REG FLOOD CONTROL	11,457,002	11,367,002	7,715,128	18,208,026	207,863			6,267,102	19,863,915	12,624,028
SOLID WASTE MGMT	6,850,000	6,371,000	2,308,495		4,593,000				6,901,495	6,901,495
STADIUM DISTRICT	4,622,363	4,697,374	(328,116)		2,281,135		3,471,204	3,484,773	1,939,450	5,039,746
TRANSPORTATION	38,034,936	37,146,425	18,268,287		50,876,877		5,120,662	30,142,071	44,123,755	41,031,419
OTHER SPECIAL REV	85,871,975	92,032,394	52,207,748		83,259,926		5,260,184	52,084,384	88,643,474	80,946,957
TOTAL SPECIAL REV	230,348,812	237,062,930	92,457,661	46,811,464	180,213,026	0	26,329,186	92,287,630	253,523,707	231,817,365
CAPITAL PROJECTS	224,127,426	198,642,034	74,380,722		37,372,695	94,000,000	49,169,468		254,922,885	182,441,811
DEBT SERVICE	112,966,351	113,524,168	36,000,489	59,611,817			64,072,901		159,685,207	124,043,471
TOTAL OTHER FUNDS	337,093,777	312,166,202	110,381,211	59,611,817	37,372,695	94,000,000	113,242,369	0	414,608,092	306,485,282
ENTERPRISE FUNDS										
DEVELOPMENT SVCS	6,742,375	6,992,178	3,053,937		5,836,700			441,203	8,449,434	6,743,858
PARKING GARAGES	1,795,326	1,749,319	4,155,625		2,224,473			1,003,655	5,376,443	2,076,933
WASTEWATER RECL	165,624,418	172,161,979	167,560,831		182,932,350	70,000,000		36,827,737	383,665,444	216,251,348
TOTAL ENT FUNDS	174,162,119	180,903,476	174,770,393	0	190,993,523	70,000,000	0	38,272,595	397,491,321	225,072,139
TOTAL ALL FUNDS	1,233,496,441	1,189,841,700	421,665,878	391,923,476	590,499,755	164,000,000	163,466,473	162,407,631	1,569,147,951	1,266,899,617

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

** Actual revenues and expenses as of February 28, 2013 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 2013/14 amounts do not include the impact of the following Capital Improvement Programs: Regional Wastewater ($113,094,448), Telecommunications ($606,900) and Fleet Services ($15,108,849).

EXPENDITURE LIMITATION	2012/13	2013/14
1. Budgeted Expenditures/Expenses	1,233,496,441	1,266,899,617
2. Add/(Subtract): Estimated Net Reconciling Items	(130,087,451)	(133,291,054)
3. Budgeted Expenditures/Expenses Adjusted for Reconciling Items	1,103,408,990	1,133,608,563
4. Less: Estimated Exclusions	586,986,264	606,165,752
5. Amount Subject to Expenditure Limitation	516,422,726	527,442,811
6. EEC Expenditure Limitation	516,422,727	527,442,812

SCHEDULE A

PIMA COUNTY
SUMMARY OF TAX LEVY AND TAX RATE INFORMATION
Fiscal Year 2013/2014

	2012/2013 FISCAL YEAR	2013/2014 FISCAL YEAR
Maximum allowable primary property tax levy per A.R.S. §42-17051 (A).	**$ 345,467,646**	**$ 358,990,600**
Amount received from primary property taxation in fiscal year 2012/13 in excess of the sum of that year's maximum allowable primary property tax levy A.R.S. §42-17102 (A) (18).	**$ -**	
Property Tax Levy Amount		
Primary Property Taxes	$ 275,951,044	$ 277,155,468
Secondary Property Taxes		
General Fund-Override election	$ -	$ -
Debt Service	$ 63,735,453	$ 59,464,792
Flood Control District	$ 19,089,598	$ 17,834,883
Library District	$ 28,081,413	$ 28,487,320
Fire Assistance District	$ 3,650,680	$ 3,476,404
Total Secondary Property Taxes	**$ 114,557,144**	**$ 109,263,399**
Total Property Tax Levy Amounts	**$ 390,508,188**	**$ 386,418,867**
Property taxes collected *		
Primary Property Taxes		
2012/13 year's levy	$ 264,225,000	
Prior years' levy	$ 9,500,000	
Total Primary Property Taxes	**$ 273,725,000**	
Secondary property taxes		
2012/13 year's levy	$ 109,711,751	
Prior years' levy	$ 3,977,621	
Total Secondary Property Taxes	**$ 113,689,372**	
Total Property Taxes Collected	**$ 387,414,372**	
Property Tax Rates		
County Tax Rate		
Primary property tax rate	**$ 3.4178**	**$ 3.6665**
Secondary Property Tax Rates		
General Fund-Override election	$ -	$ -
Debt Service	$ 0.7800	$ 0.7800
Flood Control District	$ 0.2635	$ 0.2635
Library District	$ 0.3460	$ 0.3753
Fire District Assistance	$ 0.0447	$ 0.0456
Total Secondary Property Taxes	**$ 1.4342**	**$ 1.4644**
Total County Tax Rate	**$ 4.8520**	**$ 5.1309**
Special Assessment district tax rates		
Secondary property tax rates	See Second Page	See Second Page

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

SCHEDULE B

PIMA COUNTY
SUMMARY OF TAX LEVY AND TAX RATE INFORMATION (Continued)
Fiscal Year 2013/2014

	2012/2013 FISCAL YEAR	2013/2014 FISCAL YEAR
Special Assessment District Tax Rates		
Secondary Property Tax Rates (Continued)		
Street Lighting Improvement Districts		
Cardinal Estates	$ 0.8091	$ 0.9646
Carriage Hills No. 1	$ 0.1443	$ 0.1722
Carriage Hills No. 3	$ 0.1203	$ 0.1392
Desert Steppes	$ 0.1286	$ 0.1450
Hermosa Hills Estates	$ 0.0690	$ 0.0802
Lakeside No. 1	$ 0.1482	$ 0.1807
Littletown	$ 0.5373	$ 0.7546
Longview Estates No. 1	$ 0.1622	$ 0.1971
Longview Estates No. 2	$ 0.1589	$ 0.1916
Mañana Grande "B"	$ 0.1480	$ 0.1688
Mañana Grande "C"	$ 0.1874	$ 0.2330
Midvale Park	$ 0.0900	$ 0.0801
Mortimore Addition	$ 0.3949	$ 0.3989
Oaktree No. 1	$ 1.2339	$ 1.4749
Oaktree No. 2	$ 1.3469	$ 1.4117
Oaktree No. 3	$ 1.3900	$ 1.4791
Orange Grove Valley	$ 0.2503	$ 0.2876
Peach Valley	$ 0.3169	$ 0.3765
Peppertree	$ 0.0389	$ 0.0405
Rolling Hills	$ 0.1195	$ 0.1401
Salida del Sol	$ 1.1170	$ 1.2698
Other Improvement District		
Hayhook Ranch Improvement District	$ 2.6414	$ 2.6781

PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2013/2014

SOURCE OF REVENUES	ADOPTED REVENUES 2012/13	ESTIMATED REVENUES 2012/13*	ADOPTED REVENUES 2013/14
GENERAL FUND			
PROPERTY TAX			
Real Property Taxes	262,240,384	263,700,000	267,328,821
Personal Property Taxes	10,123,855	10,025,000	9,409,113
Penalties/Delinq Taxes	921,818	890,000	1,048,431
Interest/Delinq Taxes	7,624,631	7,340,000	7,713,830
TOTAL PROPERTY TAX	**280,910,688**	**281,955,000**	**285,500,195**
LICENSES & PERMITS			
Business Licenses & Permits	2,515,000	2,746,500	2,785,670
TOTAL LICENSES & PERMITS	**2,515,000**	**2,746,500**	**2,785,670**
INTERGOVERNMENTAL			
Federal Grants & Aid	2,985,248	4,140,281	2,999,899
State Grants & Aid	511,912	1,238,382	211,912
Sales & Use Tax	93,646,000	96,000,000	99,300,000
Shared Vehicle License Tax	23,113,145	22,800,000	23,332,000
Alcoholic Beverages	47,000	68,275	65,000
City Participation	687,000	741,074	370,000
Transient Lodging Tax	5,342,400	5,311,800	5,493,600
TOTAL INTERGOVERNMENTAL	**126,332,705**	**130,299,812**	**131,772,411**
CHARGES FOR SERVICES			
Interdepartmental Charges	110,000	110,000	76,086
Health Fees	1,180,000	1,530,000	1,380,000
Court Fees	4,955,485	4,470,131	4,717,027
General Government	2,826,692	2,833,759	2,599,112
Correctional Housing	7,300,000	7,350,000	7,300,000
Recorder Fees	2,017,897	2,145,500	2,480,186
Sheriff Dept Fees	1,228,000	1,228,000	1,228,000
Culture & Recreation Fees	674,800	673,399	671,500
Contributions/Pub Enterprs	11,707,604	11,707,604	14,693,130
TOTAL CHARGES FOR SERVICES	**32,000,478**	**32,048,393**	**35,145,041**
FINES AND FORFEITS			
Justice CTS-Fines & Forfeits	4,407,310	4,452,317	4,417,310
Superior CTS-Fines & Forfeits	222,000	222,000	222,000
Other Fines & Forfeits	1,150,000	1,100,000	1,140,000
TOTAL FINES & FORFEITS	**5,779,310**	**5,774,317**	**5,779,310**
INVESTMENT EARNINGS			
Investment Earnings	183,854	528,491	210,059
TOTAL INVESTMENT EARNINGS	**183,854**	**528,491**	**210,059**
MISCELLANEOUS			
Rents and Royalties	3,120,504	3,339,824	3,540,656
Other Misc. Revenues	3,060,822	4,255,219	2,687,364
TOTAL MISC. REVENUES	**6,181,326**	**7,595,043**	**6,228,020**
TOTAL GENERAL FUND REVENUE	**453,903,361**	**460,947,556**	**467,420,706**

SCHEDULE C

PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2013/2014

SOURCE OF REVENUES	ADOPTED REVENUES 2012/13	ESTIMATED REVENUES 2012/13*	ADOPTED REVENUES 2013/14
SPECIAL REVENUE FUNDS			
COUNTY FREE LIBRARY			
Property Taxes	28,005,219	28,157,000	28,603,438
Intergovernmental	235,000	356,607	390,000
Fines & Forfeits	650,000	650,000	650,000
Investment Earnings	50,000	77,500	50,000
Miscellaneous	302,000	740,912	430,000
TOTAL COUNTY FREE LIBRARY	**29,242,219**	**29,982,019**	**30,123,438**
EMPLOYMENT AND TRAINING			
Intergovernmental	18,829,597	18,709,597	16,559,659
Miscellaneous	6,000	37,890	0
TOTAL EMP AND TRAINING	**18,835,597**	**18,747,487**	**16,559,659**
ENVIRONMENTAL QUALITY			
Licenses and Permits	1,892,700	2,078,703	2,004,700
Intergovernmental	758,111	1,011,111	807,340
Investment Earnings	15,000	15,295	15,000
Miscellaneous	257,350	24,300	374,400
TOTAL ENVIRONMENTAL QUALITY	**2,923,161**	**3,129,409**	**3,201,440**
HEALTH			
Licenses and Permits	2,050,112	1,740,005	2,210,201
Intergovernmental	11,907,262	12,247,423	11,903,569
Charges for Services	2,421,912	3,145,198	2,963,614
Fines and Forfeits	126,484	83,800	125,970
Investment Earnings	0	8,400	0
Miscellaneous	323,046	495,794	509,772
TOTAL HEALTH	**16,828,816**	**17,720,620**	**17,713,126**
REGIONAL FLOOD CONTROL DISTRICT			
Property Taxes	18,909,828	18,909,828	18,208,026
Licenses and Permits	0	835	0
Intergovernmental	0	2,103	87,475
Charges for Services	25,000	28,915	25,000
Investment Earnings	35,000	126,991	35,000
Miscellaneous	105,500	195,774	60,388
TOTAL REG. FLOOD CONTROL DIST.	**19,075,328**	**19,264,446**	**18,415,889**
SOLID WASTE MANAGEMENT			
Intergovernmental	1,050,000	1,050,000	1,050,000
Charges for Services	3,278,300	3,656,000	3,478,700
Investment Earnings	12,000	16,800	12,000
Miscellaneous	50,700	52,200	52,300
TOTAL SOLID WASTE MANAGEMENT	**4,391,000**	**4,775,000**	**4,593,000**
STADIUM DISTRICT			
Intergovernmental	1,628,000	1,565,000	1,652,000
Charges for Services	153,000	160,000	153,000
Investment Earnings	12,000	21,833	21,135
Miscellaneous	455,000	618,668	455,000
TOTAL STADIUM DISTRICT	**2,248,000**	**2,365,501**	**2,281,135**

PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2013/2014

SOURCE OF REVENUES	ADOPTED REVENUES 2012/13	ESTIMATED REVENUES 2012/13*	ADOPTED REVENUES 2013/14
TRANSPORTATION			
Licenses and Permits	1,092,569	1,092,569	1,110,800
Intergovernmental	46,964,305	48,281,786	49,233,840
Charges for Services	90,200	180,608	110,950
Investment Earnings	120,000	120,000	120,000
Miscellaneous	264,683	312,933	301,287
TOTAL TRANSPORTATION	**48,531,757**	**49,987,896**	**50,876,877**
TRANSPORTATION GRANTS			
Intergovernmental	16,643,302	16,652,552	16,033,094
Miscellaneous	23,826	23,826	0
TOTAL TRANSPORTATION GRANTS	**16,667,128**	**16,676,378**	**16,033,094**
OTHER SPECIAL REVENUE FUNDS & GRANTS			
Intergovernmental	59,796,571	58,186,925	48,374,858
Charges for Services	7,338,000	7,282,212	7,917,781
Fines and Forfeits	428,500	493,471	2,507,580
Investment Earnings	289,301	391,515	376,959
Miscellaneous	8,733,058	9,718,972	8,049,654
TOTAL OTHER SP REV & GRANTS	**76,585,430**	**76,073,095**	**67,226,832**
TOTAL SPECIAL REVENUE FUNDS	**235,328,436**	**238,721,851**	**227,024,490**
DEBT SERVICE			
Property Taxes	63,090,152	63,025,000	59,611,817
Intergovernmental	0	5,903	0
Investment Earnings	0	157,333	0
TOTAL DEBT SERVICE	**63,090,152**	**63,188,236**	**59,611,817**
CAPITAL PROJECTS			
Intergovernmental	43,773,313	41,879,356	33,862,369
Charges for Services	2,541,905	3,019,682	2,376,867
Investment Earnings	102,500	483,977	0
Miscellaneous	1,638,500	2,624,956	1,133,459
TOTAL CAPITAL PROJECTS	**48,056,218**	**48,007,971**	**37,372,695**
ENTERPRISE FUNDS			
DEVELOPMENT SERVICES			
Licenses and Permits	4,900,000	5,319,922	5,185,000
Charges for Services	804,739	562,846	618,000
Investment Earnings	17,200	21,000	15,000
Miscellaneous	35,200	36,200	18,700
TOTAL DEVELOPMENT SERVICES	**5,757,139**	**5,939,968**	**5,836,700**
PARKING GARAGES			
Charges for Services	268,500	239,364	248,580
Investment Earnings	14,400	24,413	26,796
Miscellaneous	1,991,487	1,964,603	1,949,097
TOTAL PARKING GARAGES	**2,274,387**	**2,228,380**	**2,224,473**

SCHEDULE C

PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2013/2014

SOURCE OF REVENUES	ADOPTED REVENUES 2012/13	ESTIMATED REVENUES 2012/13*	ADOPTED REVENUES 2013/14
REGIONAL WASTEWATER RECL.			
Licenses and Permits	18,600	10,000	16,000
Charges for Services	172,260,097	160,525,036	176,964,350
Fines and Forfeits	24,262	10,000	22,000
Investment Earnings	1,449,066	630,000	850,000
Miscellaneous	1,122,656	344,430	80,000
Capital Contributions	7,045,000	5,000,000	5,000,000
TOTAL REG WASTEWATER RECL	**181,919,681**	**166,519,466**	**182,932,350**
TOTAL ENTERPRISE FUNDS	**189,951,207**	**174,687,814**	**190,993,523**
GRAND TOTAL ALL FUNDS	**990,329,374**	**985,553,428**	**982,423,231**

*These amounts include actual revenues recognized on the modified accrual or accrual basis as of February 28, 2013 plus projected revenues for the remainder of the fiscal year.

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2013/14

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2013/2014	INTERFUND TRANSFERS 2013/2014 IN	INTERFUND TRANSFERS 2013/2014 OUT
General Fund			
Capital Projects - Various Projects			966,814
Capital Projects - Rural Metro Radio Loan			313,371
Debt Service - COPs 2007			2,911,953
Debt Service - COPs Jail Facility			2,898,443
Debt Service - COPs 2010			1,156,833
Debt Service - COPs 2013			125,806
Debt Service - COPs 2014			1,745,000
Economic Development & Tourism			633,259
Employment & Training			279,068
Environmental Quality - Air Quality			411,507
Facilities Renewal Fund - Rental O&M		1,136,475	
Health - General Fund Support			9,784,081
Health - General Fund Support-Pima Animal Care			2,002,480
Improvement Districts Formation Fund			26,925
Parking Garages - COPs 2014		1,000,000	
Parks Special Programs - Loan Repayment		240,000	
PHS Transition Fund		18,500,000	
Stadium District - Ball Fields Maintenance			1,058,002
Stadium District - Debt Service		2,898,443	
Stadium District - Hotel Tax Proceeds			2,223,600
Stadium District - KERP			189,602
Sheriff Inmate Welfare Fund - Inmate Health		120,000	
Transportation - Graffiti Abatement			120,662
Transportation - Pavement Preservation			5,000,000
Total General Fund	**0**	**23,894,918**	**31,847,406**
Special Revenue Funds			
County Free Library			
Debt Service - COPs 2010			89,250
County Free Library		0	89,250
Economic Development & Tourism			
General Fund - Tourism Events		633,259	
Economic Development & Tourism		633,259	0
Employment & Training - General Fund		279,068	
Environmental Quality			
Capital Projects Fund - Permits Mgmt System			117,476
General Fund - Air Quality		411,507	
Total Environmental Quality		411,507	117,476
Facilities Renewal Fund			
Capital Projects			1,150,000
General Fund - Rental O&M			1,136,475
Total Facilities Renewal Fund		0	2,286,475

SCHEDULE D

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2013/14

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2013/2014	INTERFUND TRANSFERS 2013/2014 IN	INTERFUND TRANSFERS 2013/2014 OUT
Health			
Capital Projects PCWIN Radios - Pima Animal Care			34,162
Debt Service - COPs 2010			45,845
Debt Service - COPs 2010 - PACC			22,577
General Fund Subsidy - Pima Animal Care		2,002,480	
General Fund Subsidy - Health		9,784,081	
Total Health		11,786,561	102,584
Improvement Districts Formation Fund - Gen Fund		26,925	
Information Technology Enhancement Fund			
Capital Projects			904,032
Total Information Technology Enhancement Fund		0	904,032
Parks Grants - Capital Projects			459,980
Parks Special Programs			
General Fund - Loan Repayment			240,000
Capital Projects - Canoa Ranch Rehabilitation			150,000
Total Parks Special Programs		0	390,000
PHS Transition Fund			
Health Benefits ISF - Loan for Claims			3,500,000
Health Benefits ISF - Loan Repayment		3,500,000	
General Fund			18,500,000
Total PHS Transition Fund		3,500,000	22,000,000
Public Defender Special Programs- Capital Projects			118,500
Regional Flood Control			
Capital Projects			6,000,000
Capital Projects - Permits Mgmt System			224,643
Debt Service - COPs 2010			42,459
Total Regional Flood Control		0	6,267,102
Sheriff Commissary Operations			1,100,000
Sheriff Criminal Justice Enhancement - Capital Project			110,865
Sheriff Inmate Welfare Fund			
Sheriff Commissary Operations		1,100,000	
General Fund - Inmate Health			120,000
Total Sheriff Inmate Welfare Fund		1,100,000	120,000
Sheriff Grants - Capital Projects			315,000

SCHEDULE D

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2013/14

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2013/2014	INTERFUND TRANSFERS 2013/2014 IN	INTERFUND TRANSFERS 2013/2014 OUT
Transportation			
Capital Projects - Pavement Preservation			5,000,000
Capital Projects			7,193,675
Capital Projects PCWIN Radios			193,135
Capital Projects - Permits Mgmt System			177,242
Debt Service - COPs 2010			180,656
Debt Service - Transportation Bonds			17,397,363
General Fund - Pavement Preservation		5,000,000	
General Fund - Graffiti		120,662	
Total Transportation		5,120,662	30,142,071
Transportation Grants - Capital Projects			24,279,522
Stadium District			
Debt Service - COPs 2010			10,790
General Fund - Ball Fields Maintenance		1,058,002	
General Fund - Debt Service			2,898,443
General Fund - Hotel Tax Proceeds		2,223,600	
General Fund - KERP		189,602	
Capital Projects - North Fields Modifications			575,540
Total Stadium District		3,471,204	3,484,773
Total Special Revenue Funds		**26,329,186**	**92,287,630**
Capital Projects			
Bond Proceeds - General Obligation	20,000,000		
Bond Proceeds - Transportation Bonds	16,000,000		
Proceeds - Certificates of Participation 2014	58,000,000		
Development Services - Permit Management System		425,310	
Environmental Quality - Permits Mgmt System		117,476	
Facility Renewal Fund		1,150,000	
Fleet - PCWIN Radios		20,087	
General Fund - Rural Metro Radio Loan		313,371	
Health - PCWIN Radios		34,162	
Information Technology Enhancement Fund		904,032	
Capital Projects - Land & Permit System/Labor		966,814	
Parks Grants - Special Projects		459,980	
Parks Special Programs - Canoa Ranch Rehab		150,000	
Public Defender Special Programs - Software		118,500	
Regional Flood Control		6,000,000	
Regional Flood Control - Permits Mgmt System		224,643	
Regional Wastewater Recl - Permit Mgmt System		145,810	
Regional Wastewater Recl - PCWIN Radios		248,959	
Risk Management - Permits Mgmt System		45,345	
Sheriff Criminal Justice Enhancement - Roof		110,865	
Sheriff Grants Projects		315,000	
Stadium - North Field Modification		575,540	
Transportation Grants - Intergovernmental Revs		24,279,522	
Transportation - Pavement Preservation		5,000,000	
Transportation - Permits Mgmt System		177,242	
Transportation PCWIN Radios		193,135	
Transportation - Capital Projects		7,193,675	
Total Capital Projects	**94,000,000**	**49,169,468**	**0**

SCHEDULE D

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2013/14

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2013/2014	INTERFUND TRANSFERS 2013/2014 IN	INTERFUND TRANSFERS 2013/2014 OUT
Debt Service			
Capital Projects - COPs 2012			
County Free Library - COPs 2010		89,250	
Development Services - COPs 2010		15,893	
Fleet Services - COPs 2010		51,800	
Fleet Services - COPs 2013		896,903	
General Fund - COPs 2007		2,911,953	
General Fund - COPs Jail Facility		2,898,443	
General Fund - COPs 2010		1,156,833	
General Fund - COPs 2013		125,806	
General Fund - COPs 2014		1,745,000	
Health - COPs 2010		45,845	
Health - PACC COPs 2010		22,577	
Parking Garages - COPs 2010		3,655	
Print Shop COPS 2010		2,242	
Regional Flood Control - COPs 2010		42,459	
Regional Wastewater - COPs 2010		529,580	
Regional Wastewater - COPs 2012		35,903,388	
Risk Management - COPs 2010		29,705	
Stadium District - COPs 2010		10,790	
Telecommunications - COPs 2010		12,760	
Transportation - Transportation Bonds		17,397,363	
Transportation - COPs 2010		180,656	
Total Debt Service	**0**	**64,072,901**	**0**
Enterprise Funds			
Development Services			
Capital Projects - Permits Management System			425,310
Debt Service - COPs 2010			15,893
Total Development Services	0	0	441,203
Parking Garages			
General Fund - COPs 2014		0	1,000,000
Debt Service - COPs 2010			3,655
		0	1,003,655
Regional Wastewater Reclamation			
Capital Projects - COPs 2012			
Capital Projects - COPs 2013			
Capital Projects - Permits Mgmt System			145,810
Capital Projects-PCWIN			248,959
Sewer Obligation Bonds	70,000,000		
Debt Service COPs 2012			35,903,388
Debt Service - COPs 2010			529,580
Total Regional Wastewater Reclamation	70,000,000	0	36,827,737
Total Enterprise Funds	**70,000,000**	**0**	**38,272,595**
Grand Total	**164,000,000**	**163,466,473**	**162,407,631**

SCHEDULE D

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2013/14

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2013/2014	INTERFUND TRANSFERS 2013/2014 IN	INTERFUND TRANSFERS 2013/2014 OUT
THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY			
Internal Service Funds			
Fleet Services			
CIP - Fleet - PCWIN Radios			20,087
COPs 2012 - Fleet Building			896,903
COPs 2010 Debt Service			51,800
Total Fleet Services	0	0	968,790
Health Benefits			
Risk Management-Self Insurance Reserve		10,000,000	
PHS Transition - Loan for Claims		3,500,000	
PHS Transition - Loan Repayment			3,500,000
Risk Management - Pima Dental		154,245	
Total Health Benefits	0	13,654,245	3,500,000
Print Shop - COPs 2010 Debt Svc			2,242
Risk Management			
Capital Projects - Permits Mgmt System			45,345
Debt Service - COPs 2010			29,705
Health Benefits ISF			10,000,000
Health Benefits ISF-Pima County Dental			154,245
Total Risk Management		0	10,229,295
Telecommunications - COPs 2010 Debt Service			12,760
Total Internal Service Funds	**0**	**13,654,245**	**14,713,087**

SCHEDULE D

PIMA COUNTY
SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEAR 2013/14

FUND/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2012/13	EXPENSE ADJUSTMENTS APPROVED 2012/13	ESTIMATED EXPENDITURES/ EXPENSES 2012/13*	ADOPTED EXPENDITURES/ EXPENSES 2013/14
GENERAL FUND				
GENERAL GOVERNMENT SERVICES				
ASSESSOR	8,635,053	0	8,635,053	8,996,549
BOARD OF SUPERVISORS	1,971,080	0	1,971,080	2,074,023
GENERAL GOVERNMENT SERVICES	50,792,771	0	49,998,150	54,011,765
COUNTY ADMINISTRATOR	1,430,082	0	1,430,082	1,539,893
NON DEPARTMENTAL	44,089,230	(1,652,769)	8,916,391	94,073,354
RECORDER	3,519,475	0	3,769,475	2,399,924
TREASURER	2,492,207	0	2,492,207	2,568,107
TOTAL GENERAL GOVERNMENT SERVICES	**112,929,898**	**(1,652,769)**	**77,212,438**	**165,663,615**
COMMUNITY RESOURCES				
COMMUNITY & ECONOMIC DEVELOPMENT	27,152,925	997,521	28,330,942	29,679,672
SCHOOL SUPERINTENDENT	1,632,091	0	1,339,317	1,545,276
TOTAL COMMUNITY RESOURCES	**28,785,016**	**997,521**	**29,670,259**	**31,224,948**
JUSTICE & LAW				
CLERK OF SUPERIOR COURT	10,411,962	0	10,411,962	10,870,487
CONSTABLES	1,112,731	0	1,123,062	1,206,968
COUNTY ATTORNEY	20,214,804	0	20,214,804	22,508,352
JUSTICE & LAW	31,613,128	0	32,553,793	32,621,911
JUSTICE COURTS	7,992,220	0	7,988,597	8,304,954
JUVENILE COURT CENTER	22,279,052	0	22,279,052	23,259,977
SHERIFF	125,516,270	0	129,039,123	135,355,031
SUPERIOR COURT	28,612,014	0	28,612,014	29,841,825
SUPERIOR CT MANDATED SVCS	1,823,525	0	1,823,525	1,823,525
TOTAL JUSTICE & LAW	**249,575,706**	**0**	**254,045,932**	**265,793,030**
HEALTH SERVICES	**100,601,113**	**0**	**98,780,463**	**40,843,238**
TOTAL GENERAL FUND	**491,891,733**	**(655,248)**	**459,709,092**	**503,524,831**
SPECIAL REVENUE FUNDS				
GENERAL GOVERNMENT SERVICES				
ELECTIONS GRANTS	1,166,220	0	0	1,180,501
EMERGENCY MGMT/HOMELAND SECURITY GRANTS	415,702	0	1,624,300	2,091,793
EMERGENCY MGMT/HOMELAND SEC SPECIAL PROG	1,000,000	0	146,947	1,361,212
FACILITIES RENEWAL FUND	520,000	0	520,000	625,000
IMPROVEMENT DISTRICT FORMATION	53,275	0	3,220	26,925
INFORMATION TECHNOLOGY ENHANCEMENT FUND	171,704	0	171,704	0
OFFICE OF SUSTAINABLITY GRANTS	4,994	0	15,000	2,500
PHS TRANSITION FUND	508,488	0	8,710,960	700,000
RECORDER-DOC STOR & RETRIEVAL	1,328,816	0	1,328,816	1,939,958
RECORDER GRANTS	192,000	0	23,000	98,500
TAXPAYER INFO FUND	364,373	0	319,373	443,200
TOTAL GENERAL GOVERNMENT SERVICES	**5,725,572**	**0**	**12,863,320**	**8,469,589**
COMMUNITY RESOURCES				
COMMUNITY DEVELOPMENT GRANTS	12,614,798	0	13,439,665	7,432,077
COUNTY FREE LIBRARY	34,000,000	0	34,495,829	35,000,000
COUNTY FREE LIBRARY GRANTS	150,000	0	263,988	305,000
ECONOMIC DEVELOPMENT & TOURISM	1,666,762	0	1,747,665	2,008,463
EMPLOYMENT & TRAINING	18,062,491	0	18,230,381	15,292,429
HOUSING TRUST FUND	0	0	0	100,000
PARKS & RECREATION GRANTS	85,000	0	108,500	75,000
PARKS SPECIAL PROGRAMS	175,079	0	294,696	930,647
PIMA VOCATIONAL HIGH SCHOOL	1,052,174	0	1,052,174	1,302,715
SCHOOL RESERVE FUND	2,462,400	0	2,462,400	2,150,000
STADIUM DISTRICT	4,622,363	0	4,697,374	5,039,746
TOTAL COMMUNITY RESOURCES	**74,891,067**	**0**	**76,792,672**	**69,636,077**

SCHEDULE E

PIMA COUNTY
SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEAR 2013/14

FUND/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2012/13	EXPENSE ADJUSTMENTS APPROVED 2012/13	ESTIMATED EXPENDITURES/ EXPENSES 2012/13*	ADOPTED EXPENDITURES/ EXPENSES 2013/14
JUSTICE & LAW				
CLERK OF THE COURT SPECIAL GRANTS	0	0	0	30,000
CLERK OF THE COURT SPECIAL PROGRAMS	1,256,253	0	1,381,163	1,449,017
COUNTY ATTORNEY GRANTS	6,278,342	0	6,278,342	4,326,166
COUNTY ATTY SPECIAL PROGRAMS	11,120,519	0	11,121,019	11,396,375
FORENSIC SCIENCE CENTER GRANTS	286,526	0	257,605	34,709
FORENSIC SCIENCE CENTER SPECIAL PROGRAMS	0	0	19,839	10,500
JUSTICE COURT GRANTS	134,061	0	134,061	154,889
JUSTICE COURT SPECIAL PROGRAMS	1,291,703	0	1,259,230	1,264,185
JUVENILE COURT GRANTS	9,207,086	0	8,444,200	8,948,060
JUVENILE COURT SPECIAL PROGRAMS	308,863	0	212,798	474,984
LEGAL DEFENDER SPECIAL PROGRAMS	29,000	0	12,692	18,475
PUBLIC DEFENDER SPECIAL PROGRAMS	493,334	0	486,724	476,311
SHERIFF GRANTS	10,337,122	0	10,337,122	8,416,392
SHERIFF SPECIAL PROGRAMS	4,965,447	0	5,162,404	5,122,361
SUPERIOR COURT GRANTS	9,807,719	0	9,737,688	10,249,314
SUP. COURT SPECIAL PROGRAMS	6,340,978	0	4,908,475	7,093,698
TOTAL JUSTICE & LAW	**61,856,953**	**0**	**59,753,362**	**59,465,436**
HEALTH SERVICES				
ENVIRONMENTAL QUALITY	2,879,764	0	2,648,557	3,145,835
ENVIRONMENTAL QUALITY GRANTS	758,111	0	1,010,111	816,245
OFFICE OF MEDICAL SERVICES GRANTS	401,411	0	401,411	315,565
HEALTH	11,889,946	258,330	12,252,687	13,822,545
HEALTH GRANTS	8,815,889	0	8,851,288	8,142,188
PIMA ANIMAL CARE CENTER	5,904,161	396,918	6,643,720	7,446,943
SOLID WASTE MANAGEMENT	5,418,000	0	5,120,000	5,816,236
TIRE FUND	1,432,000	0	1,251,000	1,085,259
TOTAL HEALTH SERVICES	**37,499,282**	**655,248**	**38,178,774**	**40,590,816**
PUBLIC WORKS				
REGIONAL FLOOD CONTROL DISTRICT	11,457,002	0	11,367,002	12,484,183
REGIONAL FLOOD CONTROL DISTRICT GRANTS	0	0	0	139,845
TRANSPORTATION GRANTS	884,000	0	961,375	754,152
TRANSPORTATION	38,034,936	0	37,146,425	40,277,267
TOTAL PUBLIC WORKS	**50,375,938**	**0**	**49,474,802**	**53,655,447**
TOTAL SPECIAL REVENUE FUNDS	**230,348,812**	**655,248**	**237,062,930**	**231,817,365**
DEBT SERVICE FUND	**112,966,351**	**0**	**113,524,168**	**124,043,471**
CAPITAL PROJECTS FUND	**224,127,426**	**0**	**198,642,034**	**182,441,811**
ENTERPRISE FUNDS				
GENERAL GOVERNMENT SERVICES				
PARKING GARAGES	1,795,326	0	1,749,319	2,076,933
TOTAL GENERAL GOVERNMENT SERVICES	**1,795,326**	**0**	**1,749,319**	**2,076,933**
PUBLIC WORKS				
DEVELOPMENT SERVICES	6,742,375	0	6,992,178	6,743,858
REGIONAL WASTEWATER RECLAMATION FUND	165,624,418	0	172,161,979	216,251,348
TOTAL PUBLIC WORKS	**172,366,793**	**0**	**179,154,157**	**222,995,206**
TOTAL ENTERPRISE FUNDS	**174,162,119**	**0**	**180,903,476**	**225,072,139**
GRAND TOTAL ALL FUNDS	**1,233,496,441**	**0**	**1,189,841,700**	**1,266,899,617**

*These amounts include actual expenditures/expenses recognized on the modified accrual or accrual basis as of February 28, 2013 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 2013/14

FUNCTIONAL AREA/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012/13	EXPENDITURES/ EXPENSE ADJUSTMENTS APPROVED 2012/13	ESTIMATED EXPENDITURES/ EXPENSES 2012/13*	ADOPTED EXPENDITURES/ EXPENSES 2013/14
GENERAL GOVERNMENT SERVICES				
ASSESSOR GENERAL FUND	8,635,053	0	8,635,053	8,996,549
BOARD OF SUPERVISORS GENERAL FUND	1,971,080	0	1,971,080	2,074,023
GENERAL GOVERNMENT SERVICES				
GENERAL GOVERNMENT SVCS GENERAL FUND	50,792,771	0	49,998,150	54,011,765
COUNTY ADMINISTRATOR GENERAL FUND	1,430,082	0	1,430,082	1,539,893
DEBT SERVICE FUND	112,966,351	0	113,524,168	124,043,471
ELECTIONS GRANTS	1,166,220	0	0	1,180,501
FACILITIES RENEWAL FUND	520,000	0	520,000	625,000
IMPROVEMENT DISTRICTS FORMATION FUND	53,275	0	3,220	26,925
INFORMATION TECHNOLOGY ENHANCEMENT FUND	171,704	0	171,704	0
NON DEPARTMENTAL GENERAL FUND	44,089,230	(1,652,769)	8,916,391	94,073,354
EMERGENCY MGMT/HOMELAND SECURITY GRANTS	415,702	0	1,624,300	2,091,793
EMERGENCY MGMT/HOMELAND SEC SPEC PRGS	1,000,000	0	146,947	1,361,212
OFFICE OF SUSTAINABILITY GRANTS	4,994	0	15,000	2,500
PARKING GARAGES FUND	1,795,326	0	1,749,319	2,076,933
PHS TRANSITION FUND	508,488	0	8,710,960	700,000
TOTAL GENERAL GOVERNMENT SERVICES	214,914,143	(1,652,769)	186,810,241	281,733,347
RECORDER				
RECORDER GENERAL FUND	3,519,475	0	3,769,475	2,399,924
RECORDER GRANTS	192,000	0	23,000	98,500
REC/DOC STOR & RETRIEVAL	1,328,816	0	1,328,816	1,939,958
TOTAL RECORDER	5,040,291	0	5,121,291	4,438,382
TREASURER				
TAXPAYER INFORMATION FUND	364,373	0	319,373	443,200
TREASURER GENERAL FUND	2,492,207	0	2,492,207	2,568,107
TOTAL TREASURER	2,856,580	0	2,811,580	3,011,307
TOTAL GENERAL GOVERNMENT SERVICES	**233,417,147**	**(1,652,769)**	**205,349,245**	**300,253,608**
COMMUNITY RESOURCES				
COMMUNITY RESOURCES				
COMMUNITY RESOURCES GENERAL FUND	27,152,925	997,521	28,330,942	29,679,672
COMMUNITY DEVELOPMENT GRANTS	12,614,798	0	13,439,665	7,432,077
EMPLOYMENT & TRAINING	18,062,491	0	18,230,381	15,292,429
HOUSING TRUST FUND	0	0	0	100,000
PIMA VOCATIONAL HIGH SCHOOL	1,052,174	0	1,052,174	1,302,715
TOTAL COMMUNITY RESOURCES	58,882,388	997,521	61,053,162	53,806,893
COUNTY FREE LIBRARY				
COUNTY FREE LIBRARY	34,000,000	0	34,495,829	35,000,000
COUNTY FREE LIBRARY GRANTS	150,000	0	263,988	305,000
TOTAL COUNTY FREE LIBRARY	34,150,000	0	34,759,817	35,305,000
ECONOMIC DEVELOPMENT & TOURISM	1,666,762	0	1,747,665	2,008,463
NATURAL RESOURCES, PARKS & RECREATION				
PARKS & RECREATION GRANTS	85,000	0	108,500	75,000
PARKS SPECIAL PROGRAMS	175,079	0	294,696	930,647
TOTAL NATURAL RES, PARKS & RECREATION	260,079	0	403,196	1,005,647
SCHOOL SUPERINTENDENT				
SCHOOLS GENERAL FUND	1,632,091	0	1,339,317	1,545,276
SCHOOL RESERVE FUND	2,462,400	0	2,462,400	2,150,000
TOTAL SCHOOL SUPERINTENDENT	4,094,491	0	3,801,717	3,695,276
STADIUM DISTRICT	4,622,363	0	4,697,374	5,039,746
TOTAL COMMUNITY RESOURCES	**103,676,083**	**997,521**	**106,462,931**	**100,861,025**

PIMA COUNTY
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES
FISCAL YEAR 2013/14

FUNCTIONAL AREA/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012/13	EXPENDITURES/ EXPENSE ADJUSTMENTS APPROVED 2012/13	ESTIMATED EXPENDITURES/ EXPENSES 2012/13*	ADOPTED EXPENDITURES/ EXPENSES 2013/14
JUSTICE & LAW				
CLERK OF SUPERIOR COURT				
CLERK OF SUPERIOR COURT GENERAL FUND	10,411,962	0	10,411,962	10,870,487
CLERK OF SUPERIOR COURT GRANTS	0	0	0	30,000
CLERK OF THE COURT SPECIAL PROGRAMS	1,256,253	0	1,381,163	1,449,017
TOTAL CLERK OF SUPERIOR COURT	11,668,215	0	11,793,125	12,349,504
CONSTABLES GENERAL FUND	1,112,731	0	1,123,062	1,206,968
COUNTY ATTORNEY				
COUNTY ATTORNEY GENERAL FUND	20,214,804	0	20,214,804	22,508,352
COUNTY ATTORNEY GRANTS	6,278,342	0	6,278,342	4,326,166
COUNTY ATTORNEY SPECIAL PROGRAMS	11,120,519	0	11,121,019	11,396,375
TOTAL COUNTY ATTORNEY	37,613,665	0	37,614,165	38,230,893
JUSTICE & LAW ENFORCEMENT				
JUSTICE & LAW GENERAL FUND	31,613,128	0	32,553,793	32,621,911
FORENSIC SCIENCE CENTER GRANTS	286,526	0	257,605	34,709
FORENSIC SCIENCE CENTER SPEC PROGRAMS	0	0	19,839	10,500
LEGAL DEFENDER SPECIAL PROGRAMS	522,334	0	12,692	18,475
PUBLIC DEFENDER SPECIAL PROGRAMS	0	0	486,724	476,311
TOTAL JUSTICE & LAW ENFORCEMENT	32,421,988	0	33,330,653	33,161,906
JUSTICE COURTS				
JUSTICE COURTS GENERAL FUND	7,992,220	0	7,988,597	8,304,954
JUSTICE COURTS GRANTS	134,061	0	134,061	154,889
JUSTICE COURT SPECIAL PROGRAMS	1,291,703	0	1,259,230	1,264,185
TOTAL JUSTICE COURTS	9,417,984	0	9,381,888	9,724,028
JUVENILE COURT CENTER				
JUVENILE COURT CENTER GENERAL FUND	22,279,052	0	22,279,052	23,259,977
JUVENILE COURT GRANTS	9,207,086	0	8,444,200	8,948,060
JUVENILE COURT SPECIAL PROGRAMS	308,863	0	212,798	474,984
TOTAL JUVENILE COURT CENTER	31,795,001	0	30,936,050	32,683,021
SHERIFF				
SHERIFF GENERAL FUND	125,516,270	0	129,039,123	135,355,031
SHERIFF GRANTS	10,337,122	0	10,337,122	8,416,392
SHERIFF SPECIAL PROGRAMS	4,965,447	0	5,162,404	5,122,361
TOTAL SHERIFF	140,818,839	0	144,538,649	148,893,784
SUPERIOR COURT				
SUPERIOR COURT GENERAL FUND	28,612,014	0	28,612,014	29,841,825
SUPERIOR COURT GRANTS	9,807,719	0	9,737,688	10,249,314
SUPERIOR COURT MANDATED SERVICES	1,823,525	0	1,823,525	1,823,525
SUPERIOR COURT SPECIAL PROGRAMS	6,340,978	0	4,908,475	7,093,698
TOTAL SUPERIOR COURT	46,584,236	0	45,081,702	49,008,362
TOTAL JUSTICE & LAW ENFORCEMENT	**311,432,659**	**0**	**313,799,294**	**325,258,466**
HEALTH SERVICES				
ENVIRONMENTAL QUALITY				
ENVIRONMENTAL QUALITY FUND	2,879,764	0	2,648,557	3,145,835
ENVIRONMENTAL QUALITY GRANTS	758,111	0	1,010,111	816,245
SOLID WASTE MANAGEMENT FUND	5,418,000	0	5,120,000	5,816,236
TIRE FUND	1,432,000	0	1,251,000	1,085,259
TOTAL ENVIRONMENTAL QUALITY	10,487,875	0	10,029,668	10,863,575
OFFICE OF MEDICAL SERVICES				
OFFICE OF MEDICAL SERVICES GENERAL FUND	100,601,113	0	98,780,463	40,843,238
OFFICE OF MEDICAL SERVICES GRANTS	401,411	0	401,411	315,565
TOTAL OFFICE OF MEDICAL SERVICES	101,002,524	0	99,181,874	41,158,803

PIMA COUNTY
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES
FISCAL YEAR 2013/14

FUNCTIONAL AREA/DEPARTMENT	ADOPTED BUDGETED EXPENDITURES/ EXPENSES 2012/13	EXPENDITURES/ EXPENSE ADJUSTMENTS APPROVED 2012/13	ESTIMATED EXPENDITURES/ EXPENSES 2012/13*	ADOPTED EXPENDITURES/ EXPENSES 2013/14
HEALTH SERVICES				
HEALTH SERVICES	11,889,946	258,330	12,252,687	13,822,545
HEALTH GRANTS	8,815,889	0	8,851,288	8,142,188
PIMA ANIMAL CARE CENTER	5,904,161	396,918	6,643,720	7,446,943
TOTAL HEALTH	26,609,996	655,248	27,747,695	29,411,676
TOTAL HEALTH SERVICES	**138,100,395**	**655,248**	**136,959,237**	**81,434,054**
PUBLIC WORKS				
CAPITAL PROJECTS FUND	224,127,426	0	198,642,034	182,441,811
DEVELOPMENT SERVICES FUND	6,742,375	0	6,992,178	6,743,858
REGIONAL FLOOD CONTROL DISTRICT				
REGIONAL FLOOD CONTROL DISTRICT	11,457,002	0	11,367,002	12,484,183
REGIONAL FLOOD CONTROL DISTRICT GRANTS	0	0	0	139,845
TOTAL REGIONAL FLOOD CONTROL DISTRICT	11,457,002	0	11,367,002	12,624,028
TRANSPORTATION				
TRANSPORTATION	38,034,936	0	37,146,425	40,277,267
TRANSPORTATION GRANTS	884,000	0	961,375	754,152
TOTAL TRANSPORTATION	38,918,936	0	38,107,800	41,031,419
REGIONAL WASTEWATER RECLAMATION				
REGIONAL WASTEWATER RECLAMATION FUND	165,624,418	0	172,161,979	216,251,348
TOTAL REGIONAL WASTEWATER RECLAMATION	165,624,418	0	172,161,979	216,251,348
TOTAL PUBLIC WORKS	**446,870,157**	**0**	**427,270,993**	**459,092,464**
TOTAL ALL FUNCTIONAL AREAS	**1,233,496,441**	**0**	**1,189,841,700**	**1,266,899,617**

*These amounts include actual expenditures/expenses recognized on the modified accrual or accrual basis as of February 28, 2013 plus projected expenditures/expenses for the remainder of the fiscal year.

PIMA COUNTY
Full-Time Employees and Personnel Compensation
Fiscal Year 2013/2014

FUND	Full-Time Equivalent (FTE) 2014	Employee Salaries and Hourly Costs 2014*	Retirement Costs 2014	Healthcare Costs 2014	Other Benefit Costs 2014	Total Estimated Personnel Compensation 2014
GENERAL FUND	4,739.2	$ 207,371,588	$ 34,049,014	$ 32,325,470	$ 22,099,339	= $ 295,845,411
SPECIAL REVENUE FUNDS	1,887.8	$ 71,375,590	$ 9,097,833	$ 11,938,416	$ 7,944,194	= $ 100,356,033
CAPITAL PROJECTS FUNDS	6.0	$ 477,935	$ 55,154	$ 33,961	$ 39,252	= $ 606,302
ENTERPRISE FUNDS	559.8	$ 25,848,885	$ 3,082,429	$ 4,058,372	$ 2,736,576	= $ 35,726,262
TOTAL ALL FUNDS	7,192.8	$ 305,073,998	$ 46,284,430	$ 48,356,219	$ 32,819,361	= $ 432,534,008

The following is provided for information purposes only:

INTERNAL SERVICE FUNDS	135.2	6,384,138	736,730	1,425,751	3,053,797	11,600,416
TOTAL PLUS INTERNAL SVC	7,328.0	311,458,136	47,021,160	49,781,970	35,873,158	444,134,424

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SUMMARY SCHEDULES

Summary of Changes in Fund Balances

Summary of Expenditures by Fund and Department

Summary of Revenues by Fund and Category

Summary of Expenditures by Functional Area and Department

Summary of Revenues by Functional Area and Department

Summary of Expenditures by Fund and Object: Department

Summary of Adopted Full Time Equivalent Positions

SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2011/2012 - 2013/2014

	Actual 2011/2012	Adopted 2012/2013	Adopted 2013/2014
General Fund			
Fund Balance, Beginning (See note)	74,238,644	66,529,982	44,056,613
Revenues			
Taxes	291,646,744	280,910,688	285,500,195
Licenses & Permits	2,699,499	2,515,000	2,785,670
Intergovernmental	127,029,138	126,332,705	131,772,411
Charges for Services	39,303,701	32,000,478	35,145,041
Fines & Forfeits	5,213,090	5,779,310	5,779,310
Investment Earnings	620,684	183,854	210,059
Miscellaneous Revenue	12,648,062	6,181,326	6,228,020
Memo Revenue	1,608,293	-	-
Total Revenues	480,769,211	453,903,361	467,420,706
Expenditures			
Community Resources	(28,162,013)	(28,785,016)	(31,224,948)
General Government Services	(73,681,782)	(111,558,296)	(165,663,615)
Health Services	(94,292,136)	(100,601,113)	(40,843,238)
Justice & Law	(249,648,864)	(250,947,308)	(265,793,030)
Public Works	(14,594)	-	-
Total Expenditures	(445,799,389)	(491,891,733)	(503,524,831)
Net Operating Transfers	(31,580,515)	(28,541,610)	(7,952,488)
Other Adjustments	418,629	-	-
Fund Balance, Ending	78,046,580	-	-
Special Revenue			
Fund Balance, Beginning (See note)	129,872,868	83,495,809	92,457,661
Revenues			
Taxes	49,530,131	46,915,047	46,811,464
Licenses & Permits	5,459,036	5,035,381	5,325,701
Intergovernmental	155,725,440	157,495,605	146,091,835
Special Assessments	245,020	-	-
Charges for Services	14,687,087	13,306,412	14,649,045
Fines & Forfeits	5,035,856	1,204,984	3,283,550
Investment Earnings	725,482	533,301	630,094
Miscellaneous Revenue	12,578,496	10,837,706	10,232,801
Memo Revenue	330,120	-	-
Total Revenues	244,316,668	235,328,436	227,024,490

SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2011/2012 - 2013/2014

	Actual 2011/2012	Adopted 2012/2013	Adopted 2013/2014
Expenditures			
Community Resources	(71,709,730)	(74,891,067)	(69,636,077)
General Government Services	(3,554,569)	(5,725,572)	(8,469,589)
Health Services	(49,209,912)	(37,499,282)	(40,590,816)
Justice & Law	(48,055,546)	(61,856,953)	(59,465,436)
Public Works	(44,314,448)	(50,375,938)	(53,655,447)
Total Expenditures	(216,844,205)	(230,348,812)	(231,817,365)
Bond Proceeds	900,857	-	-
Net Operating Transfers	(33,190,724)	(37,033,735)	(65,958,444)
Other Adjustments	(2,219,065)	-	-
Fund Balance, Ending	122,836,399	51,441,698	21,706,342
Debt Service			
Fund Balance, Beginning (See note)	39,111,034	22,850,838	36,000,489
Revenues			
Taxes	66,148,045	63,090,152	59,611,817
Intergovernmental	11,166	-	-
Investment Earnings	242,234	-	-
Total Revenues	66,401,445	63,090,152	59,611,817
Expenditures			
General Government Services	(137,337,226)	(112,966,351)	(124,043,471)
Total Expenditures	(137,337,226)	(112,966,351)	(124,043,471)
Bond Proceeds	38,094,141	-	-
Net Operating Transfers	25,237,064	58,038,443	64,072,901
Other Adjustments	(3,208,480)	-	-
Fund Balance, Ending	28,297,978	31,013,082	35,641,736

SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2011/2012 - 2013/2014

	Actual 2011/2012	Adopted 2012/2013	Adopted 2013/2014
Capital Projects			
Fund Balance, Beginning (See note)	118,515,336	155,226,302	74,380,722
Revenues			
Intergovernmental	44,141,137	43,773,313	33,862,369
Charges for Services	3,079,584	2,541,905	2,376,867
Investment Earnings	573,701	-	-
Miscellaneous Revenue	564,659	1,638,500	1,133,459
Memo Revenue	-	102,500	-
Total Revenues	48,359,081	48,056,218	37,372,695
Expenditures			
Public Works	(149,571,210)	(224,127,426)	(182,441,811)
Total Expenditures	(149,571,210)	(224,127,426)	(182,441,811)
Bond Proceeds	78,425,000	86,000,000	94,000,000
Net Operating Transfers	65,517,842	10,646,059	49,169,468
Other Adjustments	122,677	-	-
Fund Balance, Ending	161,368,726	75,801,153	72,481,074
Enterprise			
Net Assets, Beginning (See note)	109,199,071	307,217,705	174,770,393
Revenues			
Licenses & Permits	5,335,127	4,918,600	5,201,000
Intergovernmental	1,357,627	-	-
Capital Contributions	2,570,618	7,045,000	5,000,000
Charges for Services	217,214,365	173,333,336	177,830,930
Fines & Forfeits	495,456	24,262	22,000
Investment Earnings	949,766	1,480,666	891,796
Miscellaneous Revenue	3,416,190	3,149,343	2,047,797
Memo Revenue	482,696	-	-
Total Revenues	231,821,845	189,951,207	190,993,523
Expenditures			
General Government Services	(1,993,187)	(1,795,326)	(2,076,933)
Health Services	(62,841,165)	-	-
Public Works	(125,323,469)	(172,366,793)	(222,995,206)
Total Expenditures	(190,157,821)	(174,162,119)	(225,072,139)
Bond Proceeds	189,160,000	180,000,000	70,000,000
Net Operating Transfers	(26,130,040)	(2,884,565)	(38,272,595)
Other Adjustments	11,196,904	-	-
Net Assets, Ending	325,089,959	500,122,228	172,419,182

SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2011/2012 - 2013/2014

	Actual 2011/2012	Adopted 2012/2013	Adopted 2013/2014
Internal Service			
Net Assets, Beginning (See note)	39,087,044	39,379,913	93,758,995
Revenues			
Intergovernmental	1,361,888	975,000	1,125,000
Capital Contributions	354	-	-
Charges for Services	41,223,108	40,330,800	110,194,281
Investment Earnings	1,260,305	658,577	1,039,745
Miscellaneous Revenue	409,528	456,128	420,992
Memo Revenue	2,667	115,000	150,000
Total Revenues	44,257,850	42,535,505	112,930,018
Expenditures			
General Government Services	(31,986,189)	(41,386,973)	(106,910,226)
Total Expenditures	(31,986,189)	(41,386,973)	(106,910,226)
Net Operating Transfers	(302,550)	(224,592)	(1,058,842)
Other Adjustments	(16,124,474)	-	-
Net Assets, Ending	67,180,629	40,303,853	98,719,945

Note: Fund balances on this schedule are not comparable from year to year because the beginning budgeted fund balances for fiscal year 2012/2013 and fiscal year 2013/2014 are based on estimates made before the end of each preceding fiscal year.

The ending net assets balance in Enterprise Funds for fiscal year 2011/2012 shown above, $325,089,959, includes $189,160,000 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 $135,929,959. This presentation of a partially reserved fund balance is for consistency with other fiscal years.

SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEARS 2011/2012 - 2013/2014

Fund/Functional Area/Department	Actual 2011/2012	Adopted 2012/2013	Adopted 2013/2014
GENERAL FUND			
General Government Services			
Assessor	7,993,480	8,635,053	8,996,549
Board of Supervisors	1,776,890	1,971,080	2,074,023
Clerk of the Board	1,151,078	1,271,711	1,314,636
Communications Office	798,060	790,464	903,625
County Administrator	1,330,960	1,430,082	1,539,893
Elections	3,606,412	5,040,503	3,125,120
Facilities Management	15,035,724	16,996,096	18,203,949
Finance & Risk Management	7,044,070	9,292,593	9,767,481
Human Resources	3,381,371	3,210,407	2,604,045
Information Technology	8,598,931	11,088,321	14,916,153
Non Departmental	14,712,078	42,717,628	94,034,354
Office of Emergency Management & Homeland Security	362,825	504,249	516,404
Office of Sustainability and Conservation	270,182	286,975	310,325
Procurement	2,236,946	2,311,452	2,389,027
Recorder	3,345,268	3,519,475	2,399,924
Treasurer	2,037,507	2,492,207	2,568,107
Total General Government Services	**73,681,782**	**111,558,296**	**165,663,615**
Community Resources			
Community & Economic Development Administration	392,378	532,319	636,214
Community Development & Neighborhood Conservation	4,639,321	4,693,857	4,826,083
Community Services, Employment & Training	5,780,305	5,794,987	6,081,260
Kino Sports Complex	723,696	1,076,048	1,086,349
Natural Resources, Parks & Recreation	15,195,109	15,055,714	17,049,766
School Superintendent	1,431,204	1,632,091	1,545,276
Total Community Resources	**28,162,013**	**28,785,016**	**31,224,948**
Justice & Law			
Clerk of the Superior Court	10,283,203	10,411,962	10,870,487
Constables	1,080,377	1,112,731	1,206,968
County Attorney	19,477,520	20,214,804	22,508,352
Forensic Science Center	2,918,904	2,993,658	3,298,267
Justice Court Ajo	633,515	677,632	685,776
Justice Court Green Valley	487,286	496,366	520,543
Justice Court Tucson	6,693,490	6,818,222	7,098,635
Juvenile Court	22,271,379	22,279,052	23,259,977
Legal Defender	4,045,037	3,776,099	3,948,592
Office of Court Appointed Counsel	13,667,353	11,076,091	9,783,597
Public Defender	12,457,302	12,664,202	13,037,732
Public Fiduciary	2,558,818	2,474,680	2,553,723
Sheriff	123,235,816	125,516,270	135,355,031
Superior Court	29,838,864	30,435,539	31,665,350
Total Justice & Law	**249,648,864**	**250,947,308**	**265,793,030**

SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEARS 2011/2012 - 2013/2014

Fund/Functional Area/Department	Actual 2011/2012	Adopted 2012/2013	Adopted 2013/2014
Health Services			
Institutional Health	94,292,136	100,601,113	-
Office of Medical Services	-	-	40,843,238
Total Health Services	**94,292,136**	**100,601,113**	**40,843,238**
Public Works			
Public Works Administration	14,594	-	-
Total Public Works	**14,594**	**-**	**-**
TOTAL GENERAL FUND	**445,799,389**	**491,891,733**	**503,524,831**
SPECIAL REVENUE FUNDS			
General Government Services			
County Administrator	603	-	-
Elections	-	1,166,220	1,180,501
Facilities Management	540,728	520,000	625,000
Finance & Risk Management	63,857	53,275	26,925
Information Technology	7,456	171,704	-
Non Departmental	1,044,280	508,488	700,000
Office of Emergency Management & Homeland Security	814,572	1,415,702	3,453,005
Office of Sustainability and Conservation	-	4,994	2,500
Recorder	936,383	1,520,816	2,038,458
Treasurer	146,690	364,373	443,200
Total General Government Services	**3,554,569**	**5,725,572**	**8,469,589**
Community Resources			
Community Development & Neighborhood Conservation	14,012,361	12,614,798	7,532,077
Community Services, Employment & Training	15,457,284	19,114,665	16,595,144
County Free Library	31,982,120	34,150,000	35,305,000
Economic Development & Tourism	1,540,421	1,666,762	2,008,463
Natural Resources, Parks & Recreation	232,025	260,079	1,005,647
School Superintendent	3,791,512	2,462,400	2,150,000
Stadium District	4,694,007	4,622,363	5,039,746
Total Community Resources	**71,709,730**	**74,891,067**	**69,636,077**
Justice & Law			
Clerk of the Superior Court	709,751	1,256,253	1,479,017
County Attorney	11,132,193	17,398,861	15,722,541
Forensic Science Center	289,438	286,526	45,209
Justice Court Ajo	32,783	35,750	21,000
Justice Court Green Valley	35,398	45,711	47,811
Justice Court Tucson	1,163,322	1,344,303	1,350,263
Juvenile Court	8,772,875	9,515,949	9,423,044
Legal Defender	31,863	29,000	18,475
Public Defender	260,069	493,334	476,311
Sheriff	11,813,187	15,302,569	13,538,753
Superior Court	13,814,667	16,148,697	17,343,012
Total Justice & Law	**48,055,546**	**61,856,953**	**59,465,436**

SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEARS 2011/2012 - 2013/2014

Fund/Functional Area/Department	Actual 2011/2012	Adopted 2012/2013	Adopted 2013/2014
Health Services			
Environmental Quality	3,246,508	3,637,875	3,962,080
Health	39,266,307	26,609,996	29,411,676
Institutional Health	68,132	401,411	-
Office of Medical Services	-	-	315,565
Solid Waste	6,628,965	6,850,000	6,901,495
Total Health Services	**49,209,912**	**37,499,282**	**40,590,816**
Public Works			
Capital Projects	697	-	-
Regional Flood Control District	10,663,181	11,457,002	12,624,028
Transportation	33,650,570	38,918,936	41,031,419
Total Public Works	**44,314,448**	**50,375,938**	**53,655,447**
TOTAL SPECIAL REVENUE FUNDS	**216,844,205**	**230,348,812**	**231,817,365**
DEBT SERVICE FUND			
General Government Services			
Non Departmental	137,337,226	112,966,351	124,043,471
Total General Government Services	**137,337,226**	**112,966,351**	**124,043,471**
TOTAL DEBT SERVICE FUND	**137,337,226**	**112,966,351**	**124,043,471**
CAPITAL PROJECTS FUNDS			
Public Works			
Capital Projects	149,571,210	224,127,426	182,441,811
Total Public Works	**149,571,210**	**224,127,426**	**182,441,811**
TOTAL CAPITAL PROJECTS FUNDS	**149,611,290**	**224,127,426**	**182,441,811**
ENTERPRISE FUNDS			
General Government Services			
Facilities Management	1,993,187	1,795,326	2,076,933
Total General Government Services	**1,993,187**	**1,795,326**	**2,076,933**
Health Services			
Pima Health System & Services	62,841,165	-	-
Total Health Services	**62,841,165**	**-**	**-**
Public Works			
Development Services	6,964,224	6,742,375	6,743,858
Regional Wastewater Reclamation	118,359,245	165,624,418	216,251,348
Total Public Works	**125,323,469**	**172,366,793**	**222,995,206**
TOTAL ENTERPRISE FUNDS	**190,157,821**	**174,162,119**	**225,072,139**
TOTAL EXPENDITURES/EXPENSES	**1,139,709,851**	**1,233,496,441**	**1,266,899,617**

SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEARS 2011/2012 - 2013/2014

Fund/Functional Area/Department	Actual 2011/2012	Adopted 2012/2013	Adopted 2013/2014
Internal Service Funds - Informational Purposes Only			
INTERNAL SERVICE FUNDS			
Fleet Services	16,893,052	18,938,943	21,212,768
Health Benefits Trust	-	-	61,806,000
Print Shop	825,594	862,671	895,258
Risk Management	9,960,733	16,830,928	17,185,568
Telecommunications	4,306,810	4,754,431	5,810,632
TOTAL INTERNAL SERVICE FUNDS	**31,986,189**	**41,386,973**	**106,910,226**
TOTAL ALL FUNDS	**1,171,696,040**	**1,274,883,414**	**1,373,809,843**

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2011/2012 - 2013/2014

SOURCES OF REVENUES	Actual 2011/2012	Adopted 2012/2013	Adopted 2013/2014
General Fund			
Property Tax			
Real Property Taxes	272,501,989	262,240,384	267,328,821
Personal Property Taxes	10,909,648	10,123,855	9,409,113
Interest on Delinquent Taxes	8,020,741	7,624,631	7,713,830
Penalties on Delenquent Taxes	214,366	921,818	1,048,431
Total Property Tax	**291,646,744**	**280,910,688**	**285,500,195**
Licenses & Permits			
Business Licenses and Permits	2,699,499	2,515,000	2,785,670
Total Licenses & Permits	**2,699,499**	**2,515,000**	**2,785,670**
Intergovernmental			
Transient Lodging Tax	5,301,892	5,342,400	5,493,600
City Participation	88,567	687,000	370,000
Federal Grants and Aid	4,512,910	2,985,248	2,999,899
State Grants and Aid	801,336	511,912	211,912
Sales Tax & Use	92,723,935	93,646,000	99,300,000
Alcoholic Beverages	63,475	47,000	65,000
Auto Lieu Tax	23,537,023	23,113,145	23,332,000
Total Intergovernmental	**127,029,138**	**126,332,705**	**131,772,411**
Charges for Services			
General Government	2,663,943	2,826,692	2,599,112
Recorder Fees	2,566,363	2,017,897	2,480,186
Court Fees	5,697,986	4,955,485	4,717,027
Sheriff Department Fees	1,258,691	1,228,000	1,228,000
Correctional Housingy	8,139,821	7,300,000	7,300,000
Health Fees	1,593,564	1,180,000	1,380,000
Recreation Fees	184,656	225,600	225,100
Facility Fees	710,234	449,200	446,400
Interdepartmental Fees	-	110,000	76,086
Contributions for Administrative Overhead	16,488,443	11,707,604	14,693,130
Total Charges for Services	**39,303,701**	**32,000,478**	**35,145,041**
Fines & Forfeits			
Superior Court Fines & Forfeits	278,293	222,000	222,000
Justice Courts Fines & Forfeits	4,235,259	4,407,310	4,417,310
Other Fines & Forfeits	699,538	1,150,000	1,140,000
Total Fines & Forfeits	**5,213,090**	**5,779,310**	**5,779,310**
Investment Earnings			
Investment Earnings	51,009	28,754	17,459
Investment Earnings - Pooled Investments	569,675	155,100	192,600
Total Investment Earnings	**620,684**	**183,854**	**210,059**

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2011/2012 - 2013/2014

SOURCES OF REVENUES	Actual 2011/2012	Adopted 2012/2013	Adopted 2013/2014
Miscellaneous Revenue			
Rents & Royalties	3,351,309	3,120,504	3,540,656
Overages & Shortages	(285)	-	-
Other Miscellaneous Revenue	9,297,038	3,060,822	2,687,364
Total Miscellaneous Revenue	**12,648,062**	**6,181,326**	**6,228,020**
Memo Revenue			
Proceeds Sale of Land	1,608,293	-	-
Total Memo Revenue	**1,608,293**	**-**	**-**
Total General Fund	**480,769,211**	**453,903,361**	**467,420,706**
Special Revenue Funds			
County Free Library			
Fines & Forfeits	638,783	650,000	650,000
Intergovernmental	466,944	235,000	390,000
Investment Earnings	127,224	50,000	50,000
Miscellaneous Revenue	703,790	302,000	430,000
Property Taxes	29,274,037	28,005,219	28,603,438
Total County Free Library	**31,210,778**	**29,242,219**	**30,123,438**
Employment and Training			
Intergovernmental	14,812,731	18,829,597	16,559,659
Investment Earnings	120	-	-
Miscellaneous Revenue	325,928	6,000	-
Total Employment and Training	**15,138,779**	**18,835,597**	**16,559,659**
Environmental Quality			
Fines & Forfeits	12,120	-	-
Intergovernmental	550,409	758,111	807,340
Investment Earnings	9,787	15,000	15,000
Licenses & Permits	2,161,654	1,892,700	2,004,700
Miscellaneous Revenue	276,650	257,350	374,400
Total Environmental Quality	**3,010,620**	**2,923,161**	**3,201,440**
Health			
Charges for Services	2,810,905	2,421,912	2,963,614
Fines & Forfeits	158,892	126,484	125,970
Intergovernmental	25,531,966	11,907,262	11,903,569
Investment Earnings	11,301	-	-
Licenses & Permits	2,181,666	2,050,112	2,210,201
Miscellaneous Revenue	589,840	323,046	509,772
Total Health	**31,284,570**	**16,828,816**	**17,713,126**
Improvement Districtcts			
Investment Earnings	460	-	-
Miscellaneous Revenue	4,979	-	-
Special Assessments	245,020	-	-
Total Improvement Districtcts	**250,459**	**-**	**-**

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2011/2012 - 2013/2014

SOURCES OF REVENUES	Actual 2011/2012	Adopted 2012/2013	Adopted 2013/2014
Other Special Revenue Funds and Grants			
Charges for Services	7,944,720	7,338,000	7,917,781
Fines & Forfeits	4,226,061	428,500	2,507,580
Intergovernmental	65,594,666	59,480,028	48,374,858
Investment Earnings	286,039	289,301	376,959
Miscellaneous Revenue	9,097,051	9,049,601	8,049,654
Total Other Special Revenue Funds and Grants	**87,148,537**	**76,585,430**	**67,226,832**
Regional Flood Control District			
Charges for Services	86,441	25,000	25,000
Intergovernmental	3,777	-	87,475
Investment Earnings	131,883	35,000	35,000
Licenses & Permits	18,946	-	-
Miscellaneous Revenue	78,751	105,500	60,388
Property Taxes	20,256,094	18,909,828	18,208,026
Total Regional Flood Control District	**20,575,892**	**19,075,328**	**18,415,889**
Solid Waste			
Charges for Services	3,486,368	3,278,300	3,478,700
Intergovernmental	1,133,101	1,050,000	1,050,000
Investment Earnings	14,036	12,000	12,000
Miscellaneous Revenue	78,705	50,700	52,300
Total Solid Waste	**4,712,210**	**4,391,000**	**4,593,000**
Stadium District			
Charges for Services	218,840	153,000	153,000
Intergovernmental	1,609,319	1,628,000	1,652,000
Investment Earnings	21,168	12,000	21,135
Miscellaneous Revenue	1,129,942	455,000	455,000
Total Stadium District	**2,979,269**	**2,248,000**	**2,281,135**
Transportation			
Charges for Services	139,813	90,200	110,950
Gain or Loss on Disposal of Assets	330,120	-	-
Intergovernmental	46,022,527	63,607,607	65,266,934
Investment Earnings	123,464	120,000	120,000
Licenses & Permits	1,096,770	1,092,569	1,110,800
Miscellaneous Revenue	292,860	288,509	301,287
Total Transportation	**48,005,554**	**65,198,885**	**66,909,971**
Total Special Revenue	**244,316,668**	**235,328,436**	**227,024,490**
Debt Service Fund			
Intergovernmental	11,166	-	-
Investment Earnings	242,234	-	-
Property Taxes	66,148,045	63,090,152	59,611,817
Total Debt Service	**66,401,445**	**63,090,152**	**59,611,817**

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2011/2012 - 2013/2014

SOURCES OF REVENUES	Actual 2011/2012	Adopted 2012/2013	Adopted 2013/2014
Capital Projects Funds			
Charges for Services	3,079,584	2,541,905	2,376,867
Gain or Loss on Disposal of Assets	-	102,500	-
Intergovernmental	44,141,137	43,773,313	33,862,369
Investment Earnings	573,701	-	-
Miscellaneous Revenue	564,659	1,638,500	1,133,459
Total Capital Projects	**48,359,081**	**48,056,218**	**37,372,695**
Enterprise Funds			
Development Services			
Charges for Services	750,542	804,739	618,000
Intergovernmental	105,106	-	-
Investment Earnings	15,454	17,200	15,000
Licenses & Permits	5,322,496	4,900,000	5,185,000
Miscellaneous Revenue	39,236	35,200	18,700
Total Development Services	**6,232,834**	**5,757,139**	**5,836,700**
Health Services			
Charges for Services	62,113,111	-	-
Gain or Loss on Disposal of Assets	494,837	-	-
Intergovernmental	1,252,521	-	-
Investment Earnings	98,718	-	-
Miscellaneous Revenue	1,259,337	-	-
Total Health Services	**65,218,524**	**-**	**-**
Parking Garages			
Charges for Services	258,164	268,500	248,580
Investment Earnings	19,255	14,400	26,796
Miscellaneous Revenue	2,001,121	1,991,487	1,949,097
Total Parking Garages	**2,278,540**	**2,274,387**	**2,224,473**
Regional Wastewater Reclamation			
Capital Contributions	2,570,618	7,045,000	5,000,000
Charges for Services	154,092,548	172,260,097	176,964,350
Fines & Forfeits	495,456	24,262	22,000
Gain or Loss on Disposal of Assets	(12,141)	-	-
Investment Earnings	816,339	1,449,066	850,000
Licenses & Permits	12,631	18,600	16,000
Miscellaneous Revenue	116,496	1,122,656	80,000
Total Regional Wastewater Reclamation	**158,091,947**	**181,919,681**	**182,932,350**
Total Enterprise	**231,821,845**	**189,951,207**	**190,993,523**
Total Revenues	**1,071,668,250**	**990,329,374**	**982,423,231**

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2011/2012 - 2013/2014

SOURCES OF REVENUES	Actual 2011/2012	Adopted 2012/2013	Adopted 2013/2014
THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY			
Internal Service Funds			
Fleet Services			
Capital Contributions	354	-	-
Charges for Services	16,304,631	18,000,000	23,234,252
Gain or Loss on Disposal of Assets	2,667	115,000	150,000
Intergovernmental	1,361,888	975,000	1,125,000
Investment Earnings	278,789	125,000	164,000
Miscellaneous Revenue	132,347	355,000	154,700
Total Fleet Services	**18,080,676**	**19,570,000**	**24,827,952**
Human Resources			
Charges for Services	-	-	64,326,333
Investment Earnings	-	-	2,218
Miscellaneous Revenue	-	-	9,477
Total Human Resources	**-**	**-**	**64,338,028**
Print Shop			
Charges for Services	922,719	873,000	900,000
Investment Earnings	747	1,400	400
Total Print Shop	**923,466**	**874,400**	**900,400**
Risk Management			
Charges for Services	19,182,358	16,085,010	15,792,098
Investment Earnings	962,531	521,602	857,927
Miscellaneous Revenue	202,423	17,400	192,880
Total Risk Management	**20,347,312**	**16,624,012**	**16,842,905**
Telecommunications			
Charges for Services	4,813,400	5,372,790	5,941,598
Investment Earnings	18,238	10,575	15,200
Miscellaneous Revenue	74,758	83,728	63,935
Total Telecommunications	**4,906,396**	**5,467,093**	**6,020,733**
Total Internal Service	**44,257,850**	**42,535,505**	**112,930,018**
Total All Funds	**1,115,926,100**	**1,032,864,879**	**1,095,353,249**

SUMMARY OF EXPENDITURES BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2011/2012 - 2013/2014

Functional Area/Department	Actual 2011/2012	Adopted 2012/2013	Adopted 2013/2014
General Government Services			
Assessor	7,993,480	8,635,053	8,996,549
Board of Supervisors	1,776,890	1,971,080	2,074,023
Clerk of the Board	1,151,078	1,271,711	1,314,636
Communications Office	798,060	790,464	903,625
County Administrator	1,331,563	1,430,082	1,539,893
Elections	3,606,412	6,206,723	4,305,621
Facilities Management	17,569,639	19,311,422	20,905,882
Finance & Risk Management	7,107,927	9,345,868	9,794,406
Human Resources	3,381,371	3,210,407	2,604,045
Information Technology	8,606,387	11,260,025	14,916,153
Non Departmental	153,093,584	156,192,467	218,777,825
Office of Emergency Management & Homeland Security	1,177,397	1,919,951	3,969,409
Office of Sustainability and Conservation	270,182	291,969	312,825
Procurement	2,236,946	2,311,452	2,389,027
Recorder	4,281,651	5,040,291	4,438,382
Treasurer	2,184,197	2,856,580	3,011,307
Total General Government Services	**216,566,764**	**232,045,545**	**300,253,608**
Community Resources			
Community & Economic Development Administration	392,378	532,319	636,214
Community Development & Neighborhood Conservation	18,651,682	17,308,655	12,358,160
Community Services, Employment & Training	21,237,589	24,909,652	22,676,404
County Free Library	31,982,120	34,150,000	35,305,000
Economic Development & Tourism	1,540,421	1,666,762	2,008,463
Kino Sports Complex	723,696	1,076,048	1,086,349
Natural Resources, Parks & Recreation	15,427,134	15,315,793	18,055,413
School Superintendent	5,222,716	4,094,491	3,695,276
Stadium District	4,694,007	4,622,363	5,039,746
Total Community Resources	**99,871,743**	**103,676,083**	**100,861,025**
Justice & Law			
Clerk of the Superior Court	10,992,954	11,668,215	12,349,504
Constables	1,080,377	1,112,731	1,206,968
County Attorney	30,609,713	37,613,665	38,230,893
Forensic Science Center	3,208,342	3,280,184	3,343,476
Justice Court Ajo	666,298	713,382	706,776
Justice Court Green Valley	522,684	542,077	568,354
Justice Court Tucson	7,856,812	8,162,525	8,448,898
Juvenile Court	31,044,254	31,795,001	32,683,021
Legal Defender	4,076,900	3,805,099	3,967,067
Office of Court Appointed Counsel	13,667,353	11,076,091	9,783,597
Public Defender	12,717,371	13,157,536	13,514,043
Public Fiduciary	2,558,818	2,474,680	2,553,723
Sheriff	135,049,003	140,818,839	148,893,784
Superior Court	43,653,531	46,584,236	49,008,362
Total Justice & Law	**297,704,410**	**312,804,261**	**325,258,466**

SUMMARY OF EXPENDITURES BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2011/2012 - 2013/2014

Functional Area/Department	Actual 2011/2012	Adopted 2012/2013	Adopted 2013/2014
Health Services			
Environmental Quality	3,246,508	3,637,875	3,962,080
Health	39,266,307	26,609,996	29,411,676
Institutional Health	94,360,268	101,002,524	-
Office of Medical Services	-	-	41,158,803
Pima Health System & Services	62,841,165	-	-
Solid Waste	6,628,965	6,850,000	6,901,495
Total Health Services	**206,343,213**	**138,100,395**	**81,434,054**
Public Works			
Capital Projects	149,571,907	224,127,426	182,441,811
Development Services	6,964,224	6,742,375	6,743,858
Public Works Administration	14,594	-	-
Regional Flood Control District	10,663,181	11,457,002	12,624,028
Regional Wastewater Reclamation	118,359,245	165,624,418	216,251,348
Transportation	33,650,570	38,918,936	41,031,419
Total Public Works	**319,223,721**	**446,870,157**	**459,092,464**
TOTAL ALL FUNCTIONAL AREAS	**1,139,709,851**	**1,233,496,441**	**1,266,899,617**
Internal Service Funds - Informational Purposes Only			
INTERNAL SERVICE FUNDS			
Fleet Services	16,893,052	18,938,943	21,212,768
Health Benefits	-	-	61,806,000
Print Shop	825,594	862,671	895,258
Risk Management	9,960,733	16,830,928	17,185,568
Telecommunications	4,306,810	4,754,431	5,810,632
TOTAL INTERNAL SERVICE FUNDS	**31,986,189**	**41,386,973**	**106,910,226**
TOTAL ALL FUNDS	**1,171,696,040**	**1,274,883,414**	**1,373,809,843**

Note 1: **The Human Resources totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Health Benefits 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 on page 10-72.**

Note 2: **The Finance & Risk Management totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Print Shop 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 on page 10-48.**

Note 3: **The Finance & Risk Management totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Risk Management 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 on page 10-48.**

Note 4: **The Information Technology totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Telecommunications 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 on page 10-82.**

SUMMARY OF REVENUES BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2011/2012 - 2013/2014

Functional Area/Department	Actual Revenues 2011/2012	Adopted Revenues 2012/2013	Adopted Revenues 2013/2014
General Government Services			
Assessor	7,114	3,000	3,000
Board of Supervisors	752	-	-
Clerk of the Board	3,753	2,100	2,100
Communications Office	21,725	110,500	76,586
County Administrator	(3,637)	-	-
Elections	1,595,033	2,105,291	328,000
Facilities Management	10,958,785	7,286,052	7,312,896
Finance & Risk Management	32,404	25,000	25,000
Human Resources	356,163	335,736	151,000
Information Technology	625,307	522,228	556,848
Non Departmental	509,401,471	484,301,923	497,056,640
Office of Emergency Management & Homeland Security	1,907,302	417,126	2,775,136
Office of Sustainability and Conservation	10,000	357,188	4,000
Procurement	86,618	3,000	3,000
Recorder	3,697,071	2,770,877	3,430,042
Treasurer	149,933	103,100	102,500
Total General Government Services	**528,849,794**	**498,343,121**	**511,826,748**
Community Resources			
Community & Economic Development Administration	12	-	-
Community Development & Neighborhood Conservation	15,307,110	12,649,470	7,526,087
Community Services, Employment & Training	15,146,995	18,835,597	16,559,659
County Free Library	31,210,778	29,242,219	30,123,438
Economic Development & Tourism	1,305,603	1,264,862	1,308,226
Kino Sports Complex	140,038	33,727	112,090
Natural Resources, Parks & Recreation	2,200,576	2,732,968	1,421,280
School Superintendent	3,902,805	2,837,149	2,327,000
Stadium District	2,979,269	2,248,000	2,281,135
Total Community Resources	**72,193,186**	**69,843,992**	**61,658,915**
Justice & Law			
Clerk of the Superior Court	3,761,238	3,773,074	3,773,474
Constables	438,689	361,390	361,390
County Attorney	12,415,756	13,264,628	11,483,421
Forensic Science Center	1,983,362	1,533,000	1,573,029
Justice Court Ajo	202,349	256,455	256,455
Justice Court Green Valley	418,427	407,903	406,787
Justice Court Tucson	6,949,663	6,924,686	6,963,189
Juvenile Court	9,166,732	9,928,028	9,687,211
Legal Defender	26,159	21,275	18,475
Office of Court Appointed Counsel	3,848,123	3,599,764	823,454
Public Defender	431,514	375,632	384,029
Public Fiduciary	592,742	711,131	506,473
Sheriff	29,481,575	21,751,622	20,107,740
Superior Court	14,868,909	14,589,115	15,127,124
Total Justice & Law	**84,585,238**	**77,497,703**	**71,472,251**

SUMMARY OF REVENUES BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2011/2012 - 2013/2014

Functional Area/Department	Actual Revenues 2011/2012	Adopted Revenues 2012/2013	Adopted Revenues 2013/2014
Health Services			
Environmental Quality	3,010,620	2,923,161	3,201,440
Health	31,284,570	16,828,816	17,713,126
Institutional Health	547,046	494,330	-
Office of Medical Services	-	-	490,146
Pima Health System & Services	65,218,524	-	-
Solid Waste	4,712,210	4,391,000	4,593,000
Total Health Services	**104,772,970**	**24,637,307**	**25,997,712**
Public Works			
Capital Projects	48,359,082	48,056,218	37,372,695
Development Services	6,232,834	5,757,139	5,836,700
Public Works Administration	1,753	-	-
Regional Flood Control District	20,575,892	19,075,328	18,415,889
Regional Wastewater Reclamation	158,091,947	181,919,681	182,932,350
Transportation	48,005,554	65,198,885	66,909,971
Total Public Works	**281,267,062**	**320,007,251**	**311,467,605**
TOTAL ALL FUNCTIONAL AREAS	**1,071,668,250**	**990,329,374**	**982,423,231**
Internal Service Funds - Informational Purposes Only			
INTERNAL SERVICE FUNDS			
Fleet Services	18,080,676	19,570,000	24,827,952
Health Benefits Trust	-	-	64,338,028
Print Shop	923,466	874,400	900,400
Risk Management	20,347,312	16,624,012	16,842,905
Telecommunications	4,906,396	5,467,093	6,020,733
TOTAL INTERNAL SERVICE FUNDS	**44,257,850**	**42,535,505**	**112,930,018**
TOTAL ALL FUNDS	**1,115,926,100**	**1,032,864,879**	**1,095,353,249**

SUMMARY OF REVENUES BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2011/2012 - 2013/2014

Functional Area/Department	Actual Revenues 2011/2012	Adopted Revenues 2012/2013	Adopted Revenues 2013/2014

Note 1: The Human Resources totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Health Benefits 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 on page 10-72.

Note 2: The Finance & Risk Management totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Print Shop 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 on page 10-48.

Note 3: The Finance & Risk Management totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Risk Management 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 on page 10-48.

Note 4: The Information Technology totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Telecommunications 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 on page 10-82.

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

Functional Area/Department	Personnel Services	Operating Expenses	Capital Equipment	Other	Total Expenditures
GENERAL FUND					
Assessor	8,082,601	913,948			8,996,549
Board of Supervisors	1,812,172	261,851			2,074,023
Clerk of the Board	1,013,424	301,212			1,314,636
Clerk of the Superior Court	10,067,895	802,592			10,870,487
Communications Office	846,134	57,491			903,625
Community & Economic Development Administration	403,956	232,258			636,214
Community Development & Neighborhood Conservation	963,078	3,847,505	15,500		4,826,083
Community Services, Employment & Training	2,969,175	3,112,085			6,081,260
Constables	1,039,785	167,183			1,206,968
County Administrator	1,287,879	252,014			1,539,893
County Attorney	20,883,842	1,624,510			22,508,352
Elections	1,787,539	1,317,581	20,000		3,125,120
Facilities Management	8,194,954	9,875,995	133,000		18,203,949
Finance & Risk Management	8,811,322	956,159			9,767,481
Forensic Science Center	3,010,417	287,850			3,298,267
Human Resources	2,268,801	335,244			2,604,045
Information Technology	9,624,918	5,291,235			14,916,153
Justice Court Ajo	523,810	161,966			685,776
Justice Court Green Valley	484,025	36,518			520,543
Justice Court Tucson	6,101,221	997,414			7,098,635
Juvenile Court	20,500,864	2,759,113			23,259,977
Kino Sports Complex	439,359	646,990			1,086,349
Legal Defender	3,681,958	266,634			3,948,592
Natural Resources, Parks & Recreation	12,090,888	4,799,378	159,500		17,049,766
Non Departmental	84,997	93,949,357			94,034,354
Office of Court Appointed Counsel	2,386,117	7,397,480			9,783,597
Office of Emergency Management & Homeland Security	367,007	149,397			516,404
Office of Medical Services	1,422,359	39,420,879			40,843,238
Office of Sustainability and Conservation	172,600	137,725			310,325
Procurement	2,346,957	42,070			2,389,027
Public Defender	12,025,991	1,011,741			13,037,732
Public Fiduciary	2,200,147	353,576			2,553,723
Recorder	1,757,089	642,835			2,399,924
School Superintendent	1,063,335	481,941			1,545,276
Sheriff	105,775,843	29,529,188	50,000		135,355,031
Superior Court	27,068,629	4,596,721			31,665,350
Treasurer	2,238,072	330,035			2,568,107
TOTAL GENERAL FUND	**285,799,160**	**217,347,671**	**378,000**	**-**	**503,524,831**

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

Functional Area/Department	Personnel Services	Operating Expenses	Capital Equipment	Other	Total Expenditures
SPECIAL REVENUE FUNDS					
County Free Library					
County Free Library Grants		305,000			305,000
Library	17,142,050	17,857,950			35,000,000
Total County Free Library	**17,142,050**	**18,162,950**	**-**	**-**	**35,305,000**
Environmental Quality					
Environmental Quality	2,350,523	794,034			3,144,557
Environmental Quality Grants	401,241	247,282	169,000		817,523
Total Environmental Quality	**2,751,764**	**1,041,316**	**169,000**	**-**	**3,962,080**
Health					
Health	10,181,947	3,640,598			13,822,545
Health - Grants	5,944,990	2,190,997	6,201		8,142,188
Health - Pima Animal Care Center	4,603,382	2,843,561			7,446,943
Total Health	**20,730,319**	**8,675,156**	**6,201**	**-**	**29,411,676**
Legal Defender					
Legal Defender Training Fund		18,475			18,475
Total Legal Defender	**-**	**18,475**	**-**	**-**	**18,475**
Office of Medical Services					
OMS - OMS Grants	18,380	297,185			315,565
Total Office of Medical Services	**18,380**	**297,185**	**-**	**-**	**315,565**
Other Special Revenues					
Clerk of the Superior Court - Child Support Incentive	60,318				60,318
Clerk of the Superior Court - Document Storage & Retrieval	158,398	372,500			530,898
Clerk of the Superior Court - Local Court Automation Fund	170,910	86,500	300,000		557,410
Clerk of the Superior Court - Spousal Maintenance Enforcemt	30,159	28,800			58,959
Clerk of the Superior Court - Time Pay Fees	80,832	10,600	150,000		241,432
COC Judicial Collection Enhancement		30,000			30,000
Community Development & Neighborhood Conservation - Grants	940,177	6,491,900			7,432,077
Community Development & Neighborhood Conservation-Hous TFund		100,000			100,000
Community Services Employment & Training - Grants	3,044,010	12,248,419			15,292,429
County Attorney - Bad Check Program	136,335	44,965			181,300
County Attorney - Consumer Protection	28,531				28,531
County Attorney - Employer Sanctions	235,464	35,920			271,384
County Attorney - Fill the Gap	1,104,195	52,750			1,156,945

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

Functional Area/Department	Personnel Services	Operating Expenses	Capital Equipment	Other	Total Expenditures
County Attorney - Law Enforcement Antiracketeer	1,469,840	7,928,600	190,000		9,588,440
County Attorney - Victim Restitution		10,000			10,000
County Attorney - Victim Witness Comp	69,775	90,000			159,775
County Attorney Grants	3,223,468	1,082,698	20,000		4,326,166
ED&T Leased Property	112,757	132,105			244,862
ED&T Outside Agency		1,228,275			1,228,275
ED&T Special Revenue	311,777	223,549			535,326
Elections Grants		1,180,501			1,180,501
Facilities Management - Facilities Renewal		625,000			625,000
FN - PHS Transition		700,000			700,000
Forensic Science Center Grants		34,709			34,709
Forensic Science Center Special Revenue		10,500			10,500
Improvement District Formation Fund	25,000	1,925			26,925
JC Ajo Fare Special Revenue		6,000			6,000
JC Ajo Court Automation Fund		8,000			8,000
JC Ajo Time Pay Fees		5,000			5,000
JC GV Court Automation Fund	2,000	20,850			22,850
JC GV Fare Special Revenue		2,100			2,100
JC GV Photo Traffic Enforcement	1,000	16,861			17,861
JC GV Time Pay Fees		3,000			3,000
JCT Court Automation Fund	225,405	542,900	141,300		909,605
JCT Fare Special Rev		30,000			30,000
JCT Photo Traffic Enforcement	31,873				31,873
JCT Time Pay Fees	223,896				223,896
Justice Courts Tucson Grants	154,889				154,889
Justice Crt Ajo Special Revenue		2,000			2,000
Justice Crt Green Valley Special Revenue		2,000			2,000
Juvenile Court Grants	790,802	409,676			1,200,478
Juvenile Court State Funds	3,899,777	3,847,805			7,747,582
Juvenile Probation Services	285,779	66,980			352,759
Juvenile Title IV-E	48,405	73,820			122,225
Natural Resources Parks and Recreation Special Programs	94,326	509,000	327,321		930,647
OEM Radio System SRF	779,397	581,815			1,361,212
Office of Emergency Management & Homeland Security - Grants	420,891	1,670,902			2,091,793
Parks & Recreation Grants		75,000			75,000
Pima Vocational High School	931,120	371,595			1,302,715
Recorder - Grants		98,500			98,500
Recorder Document Storage & Retrieval	716,608	775,850	447,500		1,939,958
School Reserve Fund		2,150,000			2,150,000
Sheriff AZ Traffic Violation Fund		100,000			100,000
Sheriff CNA Antiracketeering Fund		200,000			200,000
Sheriff Commissary Operations		749,000			749,000

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

Functional Area/Department	Personnel Services	Operating Expenses	Capital Equipment	Other	Total Expenditures
Sheriff Criminal Justice Enhancement		250,000	500,000		750,000
Sheriff Federal RICO Fund		1,000,000			1,000,000
Sheriff Grants	3,818,714	3,097,678	1,500,000		8,416,392
Sheriff Inmate Welfare Fund	261,089	887,000	175,272		1,323,361
Sheriff State Rico Fund		500,000	500,000		1,000,000
Superior Court - Fill the Gap	1,259,813	138,235			1,398,048
Superior Court AOC Appropriated Funds	8,558,732	635,068			9,193,800
Superior Court Child Support Visitation		215,000			215,000
Superior Court Conciliation	760,062	305,350			1,065,412
Superior Court County Law Library		445,369			445,369
Superior Court Grants	644,051	411,463			1,055,514
Superior Court Local Court Automoation Fund	5,634	821,338	200,000		1,026,972
Superior Court Probate		19,014			19,014
Superior Court Probation Services	2,032,049	891,834			2,923,883
SUS - Grants		2,500			2,500
Taxpayer Information Fund		214,200	229,000		443,200
Total Other Special Revenues	**37,148,258**	**54,902,919**	**4,680,393**	**-**	**96,731,570**
Public Defender					
Public Defender Fill the Gap	111,754	295,677			407,431
Public Defender Training Fund		68,880			68,880
Total Public Defender	**111,754**	**364,557**	**-**	**-**	**476,311**
Regional Flood Control District					
Regional Flood Control District	7,434,904	5,049,279			12,484,183
Regional Flood Control District Grants	40,000	99,845			139,845
Total Regional Flood Control District	**7,474,904**	**5,149,124**	**-**	**-**	**12,624,028**
Solid Waste					
Solid Waste Management	1,902,163	3,814,073	100,000		5,816,236
Tire Fund	25,910	1,059,349			1,085,259
Total Solid Waste	**1,928,073**	**4,873,422**	**100,000**	**-**	**6,901,495**
Stadium District					
Stadium District	2,312,479	2,599,267	128,000		5,039,746
Total Stadium District	**2,312,479**	**2,599,267**	**128,000**	**-**	**5,039,746**
Transportation					
Transportation	17,860,248	20,919,019	1,498,000		40,277,267
Transportation Grants	66,302	687,850			754,152
Total Transportation	**17,926,550**	**21,606,869**	**1,498,000**	**-**	**41,031,419**
TOTAL SPECIAL REVENUE FUNDS	**107,544,531**	**117,691,240**	**6,581,594**	**-**	**231,817,365**

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: DEPARTMENT

Functional Area/Department	Personnel Services	Operating Expenses	Capital Equipment	Other	Total Expenditures
DEBT SERVICE FUND					
Debt Service					
Debt Service				124,043,471	124,043,471
TOTAL DEBT SERVICE FUND	**-**	**-**	**-**	**124,043,471**	**124,043,471**
CAPITAL PROJECTS FUNDS					
Capital Projects	3,080			182,438,731	182,441,811
TOTAL CAPITAL PROJECTS FUNDS	**3,080**	**-**	**-**	**182,438,731**	**182,441,811**
ENTERPRISE FUNDS					
Development Services					
Development Services	4,709,326	2,034,532			6,743,858
Total Development Services	**4,709,326**	**2,034,532**	**-**	**-**	**6,743,858**
Other Special Revenues					
Parking Garages	421,323	1,389,369	43,606	222,635	2,076,933
Total Other Special Revenues	**421,323**	**1,389,369**	**43,606**	**222,635**	**2,076,933**
Regional Wastewater Reclamation					
Regional Wastewater Reclamation	34,596,618	42,501,220	31,747,160	44,749,252	153,594,250
Regional Wastewater Reclamation Debt Service				62,657,098	62,657,098
Total Regional Wastewater Reclamation	**34,596,618**	**42,501,220**	**31,747,160**	**107,406,350**	**216,251,348**
TOTAL ENTERPRISE FUNDS	**39,727,267**	**45,925,121**	**31,790,766**	**107,628,985**	**225,072,139**
TOTAL EXPENDITURES/EXPENSES	**433,074,038**	**380,964,032**	**38,750,360**	**414,111,187**	**1,266,899,617**
INTERNAL SERVICE FUNDS - INFORMATIONAL PURPOSES ONLY					
INTERNAL SERVICE FUNDS					
Communications - Wireless Services	462,711	1,256,459		26,319	1,745,489
Fleet Services	3,684,967	12,962,134	6,845,445	(2,279,778)	21,212,768
Health Benefits	3,920,976	57,885,024			61,806,000
IT Telecom	1,439,129	2,318,936		307,078	4,065,143
Print Shop	480,718	386,307		28,233	895,258
Risk Management	2,693,158	14,490,348		2,062	17,185,568
TOTAL INTERNAL SERVICE FUNDS	**12,681,659**	**89,299,208**	**6,845,445**	**(1,916,086)**	**106,910,226**
TOTAL ALL FUNDS	**445,755,697**	**470,263,240**	**45,595,805**	**412,195,101**	**1,373,809,843**

SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2011/2012 - 2013/2014

Functional Area/Department	Adopted 2011/2012	Adopted 2012/2013	Adopted 2013/2014
General Government Services			
Assessor	155.0	155.0	148.0
Board of Supervisors	23.4	23.7	23.3
Clerk of the Board	16.0	16.0	16.0
Communications Office	10.4	10.0	10.5
County Administrator	11.8	11.2	11.6
Elections	16.0	16.5	16.0
Facilities Management	168.0	169.0	170.0
Finance & Risk Management	199.1	193.0	193.9
Human Resources	49.1	49.1	41.0
Information Technology	150.0	140.0	140.0
Office of Emergency Management & Homeland Security	11.6	17.7	11.2
Office of Sustainability and Conservation	11.5	13.9	15.0
Procurement	30.6	31.7	31.7
Recorder	45.0	47.0	47.0
Treasurer	38.5	38.5	38.5
Total General Government Services	**936.0**	**932.3**	**913.7**
Community Resources			
Community & Economic Development Administration	4.0	3.3	4.3
Community Development & Neighborhood Conservation	32.6	28.3	25.6
Community Services, Employment & Training	141.3	135.9	154.6
County Free Library	388.1	408.0	405.2
Economic Development & Tourism	3.0	4.0	4.0
Kino Sports Complex	15.8	7.0	7.0
Natural Resources, Parks & Recreation	230.2	243.0	249.2
School Superintendent	14.0	15.0	14.0
Stadium District	33.3	39.6	40.2
Total Community Resources	**862.3**	**884.1**	**904.1**

SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2011/2012 - 2013/2014

Functional Area/Department	Adopted 2011/2012	Adopted 2012/2013	Adopted 2013/2014
Justice & Law			
Clerk of the Superior Court	212.0	214.1	218.0
Constables	13.0	13.0	13.0
County Attorney	467.9	485.9	479.0
Forensic Science Center	27.5	31.0	32.0
Justice Court Ajo	11.6	11.0	11.0
Justice Court Green Valley	11.5	11.0	11.0
Justice Court Tucson Consolidated	136.0	138.2	138.0
Juvenile Court	525.7	492.3	488.4
Legal Defender	43.0	42.5	43.5
Office of Court Appointed Counsel	21.1	36.5	36.5
Public Defender	163.7	163.9	164.1
Public Fiduciary	35.6	34.3	35.2
Sheriff	1,418.2	1,636.0	1,639.0
Superior Court	667.0	658.4	665.8
Total Justice & Law	**3,753.8**	**3,968.1**	**3,974.5**
Health Services			
Environmental Quality	36.0	36.8	37.2
Health	303.5	278.3	288.5
Institutional Health	30.3	30.5	-
Office of Medical Services	-	-	14.0
Pima Animal Care Center	77.9	79.0	79.0
Pima Health System & Services	256.5	-	-
Solid Waste	28.5	27.1	28.0
Total Health Services	**732.7**	**451.7**	**446.7**
Public Works			
Capital Projects	5.0	5.0	6.0
Development Services	65.1	62.2	61.0
Public Works Administration	23.0	22.0	22.0
Regional Flood Control District	67.3	65.0	65.0
Regional Wastewater Reclamation	511.8	506.5	494.8
Transportation	294.7	297.7	306.5
Total Public Works	**966.9**	**958.4**	**955.3**
TOTAL FUNCTIONAL AREAS	**7,251.7**	**7,194.6**	**7,194.2**

SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2011/2012 - 2013/2014

Functional Area/Department	Adopted 2011/2012	Adopted 2012/2013	Adopted 2013/2014
Internal Service Funds			
Fleet Services	55.0	55.0	55.0
Health Benefits Trust Fund	-	-	14.0
Print Shop	10.6	9.0	9.0
Risk Management	24.5	29.2	29.2
Telecommunications	22.0	26.0	28.0
Total Internal Service Funds	**112.1**	**119.2**	**135.2**
TOTAL ALL FUNDS	**7,363.8**	**7,313.8**	**7,329.4**

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.

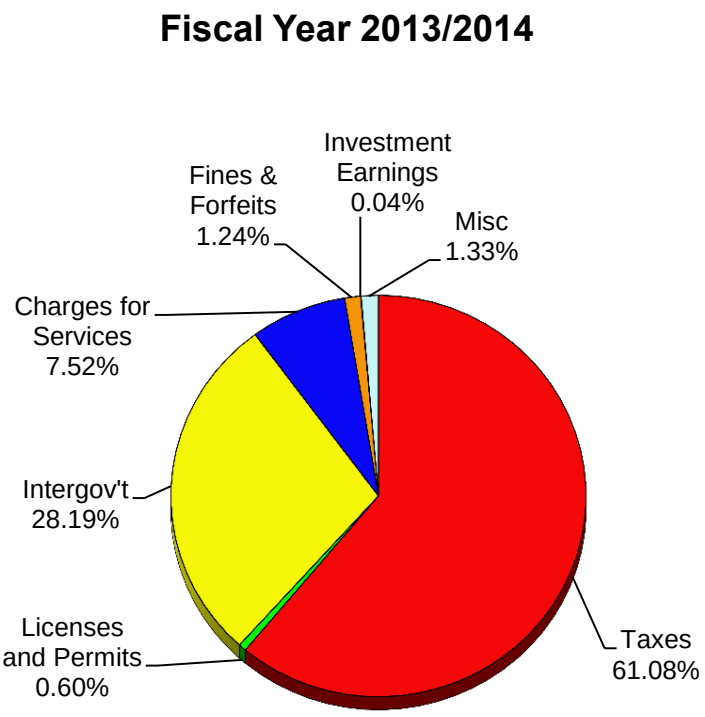
Revenues are provided for a five-year period beginning with fiscal year 2009/2010 and ending with fiscal year 2013/2014. Revenues for fiscal years 2009/2010, 2010/2011 and 2011/2012 are based on audited actuals. Fiscal years 2012/2013 and 2013/2014 revenues are from the Adopted Budget.

A summary of the total budgeted fiscal year 2013/2014 revenue by fund is shown below, and a Summary of Revenue by Fund, Department, and Category is provided on pages 9-25 through 9-31.

	Total Revenue
General Fund	$ 467,420,706
Capital Projects	37,372,695
County Free Library	30,123,438
Debt Service	59,611,817
Development Services	5,836,700
Economic Development & Tourism	1,308,226
Employment & Training	16,559,659
Environmental Quality	3,201,440
Fleet Services	24,827,952
Health	17,713,126
Health Benefits Trust	64,338,028
Other Special Revenue Funds	65,918,606
Parking Garages	2,224,473
Print Shop	900,400
Regional Flood Control District	18,415,889
Regional Wastewater Reclamation	182,932,350
Risk Management	16,842,905
Solid Waste Management	4,593,000
Stadium District	2,281,135
Telecommunications	6,020,733
Transportation	66,909,971

GENERAL FUND

Tax revenues are derived from primary tax levies on real and personal property. The fiscal year 2013/14 primary net assessed value is $7,559,129,097, a $514,808,637 decrease from fiscal year 2012/13. The primary tax rate for fiscal year 2013/14 is $3.6665 per $100 of net assessed value, a $0.2487 increase from fiscal year 2012/13, but less than the truth in taxation rate of $3.7191. Total budgeted primary property tax collections are $285,500,195, with current year collections of $266,950,959, delinquent taxes of $9,786,975, and interest and penalties on delinquent taxes totaling $8,762,261. Although the tax base decreased, budgeted tax revenues increase $4,589,507 between fiscal year 2012/13 and fiscal year 2013/14 as a result of the higher tax rate and higher collection rates.



Licenses and Permits revenues for fiscal year 2013/14 are $2,785,670, an increase of $270,670 from fiscal year 2012/13, as slow population and income growth continues to offset the trend by cable TV subscribers to untaxed Internet services for their entertainment.

Intergovernmental revenues increase $5,439,706 to $131,772,411 in fiscal year 2013/14. With continued state and local economic growth, State Shared Sales Tax revenue is anticipated to be $99,300,000, a $5,654,000 increase from fiscal year 2012/13, while State Shared Vehicle License revenue increases by $218,855 to $23,332,000, barely offsetting the statutory 16.25 percent reduction in the tax base each year. State Shared Alcoholic Beverage License revenue increases by $18,000 to $65,000 due to continued growth in new restaurants and bars. Pima County unincorporated area Transient Lodging Excise Tax revenue increases $151,200 with slow growth in national and statewide demand for local tourism services.

Federal Payments in Lieu of Taxes increase by $64,400 due to inflation and federal forest fund revenue received by the Office of the Superintendent of Schools decreases by $49,749, as stimulus funding ends for both federal programs and each being subject to federal sequestration. Elections revenues decrease $617,000 in fiscal year 2013/14 as a result of fewer reimbursements for state and local jurisdictional elections during a non-general election year.

Charges for Services revenues are $35,145,041 for fiscal year 2013/14, an increase of $3,144,563 from fiscal year 2012/13. Administrative overhead Contributions from Public Enterprises increase $2,985,526 for fiscal year 2013/14, with increases of $916,253 for Regional Wastewater Reclamation, $470,630 for Pima Animal Care, $241,242 for the Automotive internal service fund, $186,739 for Transportation, $114,488 for Development Services, and $105,491 for Environmental Quality, along with a decrease of $172,378 for County Free Library. A new $1 million overhead charge related to the Health Benefits Insurance Trust Fund is also included in fiscal year 2013/14.

Recorder fees increase $462,289 because of increased document recording activity related to improvement in the local housing market. Public Fiduciary fees decrease $204,658 as new probate laws allow certified staff to perform functions previously performed by attorneys, thus lowering fee costs. Justice Courts fee revenue decreases $24,800 due to changes in adoption laws not requiring home visits.

Charges and fees for Forensic Science Center increase $202,000 due to contracted service agreements with Pinal and Cochise Counties. Photo Traffic Enforcement-related court fees, now budgeted in Non-Departmental, decrease $60,000 as more violators choose defensive driving classes in lieu of paying civil traffic citations. Human Resource charges related to employee insurance premium reimbursements decrease $174,196, as such reimbursements have been moved to the new Health Benefits Trust Fund. Other departments anticipate a net $41,598 decrease in revenue for fiscal year 2013/14.

Fines and Forfeits budgeted in fiscal year 2013/14 are $5,779,310, unchanged from fiscal year 2012/13. Traffic fines associated with photo traffic enforcement, which are anticipated to remain unchanged from fiscal year 2012/13, are now budgeted in Non-Departmental instead of Photo Traffic Enforcement.

Investment Earnings are $210,059 in fiscal year 2013/14, a $26,205 increase from fiscal year 2012/13, with continued low interest yields on fund balances. Interest revenue for the Office of Medical Services associated with a note receivable from UPI/UPH decreases by $11,295, however.

Miscellaneous revenues increase $46,694 to $6,228,020 in fiscal year 2013/14. Facilities Management revenue increases $530,233, with a $298,083 increase from additional tenants occupying the Abrams Building and a $232,150 increase due to higher electricity and operations and maintenance charges to non-County tenants. Higher utility reimbursement charges from YMCA increase Kino Sports Complex revenue by $85,000, while higher cell tower and building antenna site rents increase Information Technology revenue by $36,069. Contracted service agreements with Pinal and Cochise Counties and budgeted late fees increase Forensic Science Center revenue by $25,250. Superior Court Mandated Services anticipates a $9,000 increase from reimbursements for lengthy jury trials.

Miscellaneous Non-Departmental revenue increases $656,814 year over year. However, the increase includes $854,500 of additional photo traffic enforcement revenue, which was previously budgeted in Photo Traffic Enforcement, along with a $215,000 negative adjustment for the Vehicle Impound Program and a $17,314 repayment of the Rural Metro PCWIN Radio loan. Decreased miscellaneous revenues include $148,000 for School Superintendent because of lower reimbursements for school district elections and other services, a $230,000 decrease for General Government Revenues that more closely reflects recent realized miscellaneous revenues, and a $10,540 decrease for Human Services due to lower anticipated attraction ticket sales. Other departments aniticipate a net decrease of $2,632 in miscellaneous revenues for fiscal year 2013/14.

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 9-25 through 9-31.

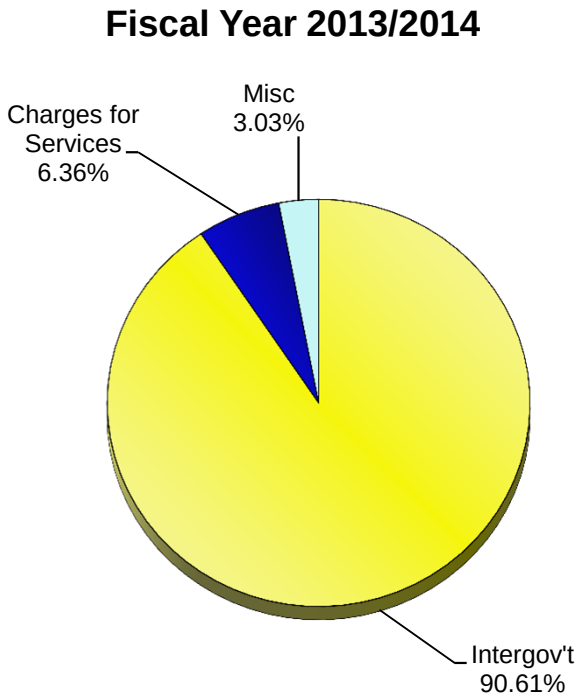
Note: Other funding sources include operating transfers in of $23,894,918.

Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Taxes	**304,440,927**	**301,491,247**	**291,646,744**	**280,910,688**	**285,500,195**
Licenses & Permits	**2,738,340**	**2,681,142**	**2,699,499**	**2,515,000**	**2,785,670**
Intergovernmental	**128,926,959**	**122,951,785**	**127,029,138**	**126,332,705**	**131,772,411**
Charges for Services	**40,355,972**	**35,360,431**	**39,303,701**	**32,000,478**	**35,145,041**
Fines and Forfeits	**7,010,958**	**5,343,756**	**5,213,090**	**5,779,310**	**5,779,310**
Investment Earnings	**1,198,087**	**418,038**	**620,684**	**183,854**	**210,059**
Miscellaneous	**5,071,574**	**4,734,065**	**14,256,355**	**6,181,326**	**6,228,020**
Total Revenue	**489,742,817**	**472,980,464**	**480,769,211**	**453,903,361**	**467,420,706**

CAPITAL PROJECTS FUND

Capital Projects Fund

Intergovernmental revenues consist of $29,767,551 in reimbursements from the Regional Transportation Authority funded by a half-cent excise tax approved by voters in May 2006; $1,844,818 in state transportation enhancement program funds, grants, and reimbursements and $2,250,000 in city participation. Reductions in revenue are primarily from the Reduction in RTA sales tax Roadway element component of $4,338,544.



Charges for Services of $2,376,8675 represent impact fees collected for new development and contributions from developers and other outside sources.

Investment Earnings are not budgeted due to a reduced cash balance and nominal interest rates in the Local Government Investment Pool.

Miscellaneous revenues are from private contributions of infrastructure enhancements from developers and decreased $505,041 from fiscal year 2012/13.

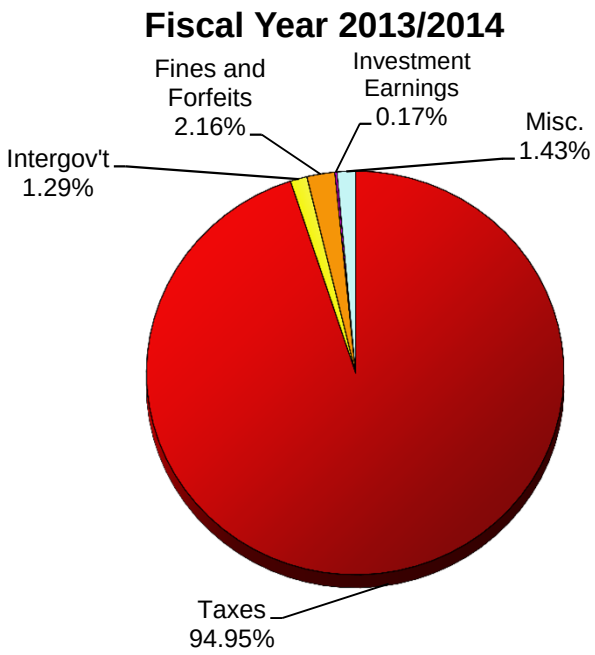
Memo Revenue in fiscal year 2009/10 is for the the sale of the Malcolmson property. Memo revenue for fiscal year 2012/13 is for the sale of land.

Note: Other funding sources include HURF bond proceeds of $16,000,000, general obligation bond proceeds of $20,000,000 and certificates of participation proceeds of $58,000,000. Total operating transfers of $49,169,468 consist of $6,224,643 from the Regional Flood Control District, $1,150,000 from the Facilities Renewal Fund, $313,371 from the General Fund, $12,564,052 from the Transportation department, $24,279,522 from Transportation grants, $904,032 for Land & Permit System and $966,814 Labor from the Information Technology department, $20,087 from Fleet Services department, $425,310 from Development Services department, $118,500 from Public Defender Special Programs, $34,162 from the Health department, $45,345 from the Risk Management department, $110,865 from Sheriff Criminal Justice Enhancement Fund, $315,000 from Sheriff department grants, $575,540 Stadium District, $117,476 from Environmental Quality, $459,980 from Parks and Recreation grants, $150,000 from Parks Special Programs and $394,769 from the Regional Wastewater Reclamation Fund.

Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Intergovernmental	**31,105,975**	**47,288,443**	**44,141,137**	**43,773,313**	**33,862,369**
Charges for Services	**4,380,520**	**3,894,647**	**3,079,584**	**2,541,905**	**2,376,867**
Investment Earnings	**1,169,998**	**264,503**	**698,489**		
Miscellaneous	**430,886**	**565,100**	**564,659**	**1,638,500**	**1,133,459**
Memo	**815,527**			**102,500**	
Total Revenue	**37,902,906**	**52,012,693**	**48,483,869**	**48,056,218**	**37,372,695**

COUNTY FREE LIBRARY
Special Revenue Fund

Tax revenues are derived from a secondary tax levy on real property and personal property. The fiscal year 2013/14 secondary net assessed value is $7,590,546,275 which amounts to a decrease of $525,486,956 or 6.47 percent from the fiscal year 2012/13 final valuation. The tax rate for fiscal year 2013/14 is $0.3753, an increase of $0.0293 over fiscal year 2012/13 per $100 of net assessed value. Total secondary property tax collections are budgeted at $28,603,438, with current year collections of $27,516,500 and delinquent taxes of $1,086,938. (The current year collections reflect expected collection rates.)



Intergovernmental revenues consist of $305,000 in federal and state grants for various library projects and $85,000 for various expense reimbursements from the city of Tucson.

Fines and Forfeits represent library fines.

Investment Earnings represent interest from the Treasurer's commingled interest distribution. The decrease from fiscal year 2009/10 is due to lower interest rates.

Miscellaneous revenues represent collections, donations, and non-government grants. The increase of $372,599 over fiscal year 2010/11 reflects revenue from the Federal Communications Commission (FCC) Erate Program which provides for affordable telecommunications across the country. The decrease from fiscal year 2011/12 to fiscal years 2012/13 and 2013/14 is the result of a conservative estimate of revenue from the FCC Erate Program.

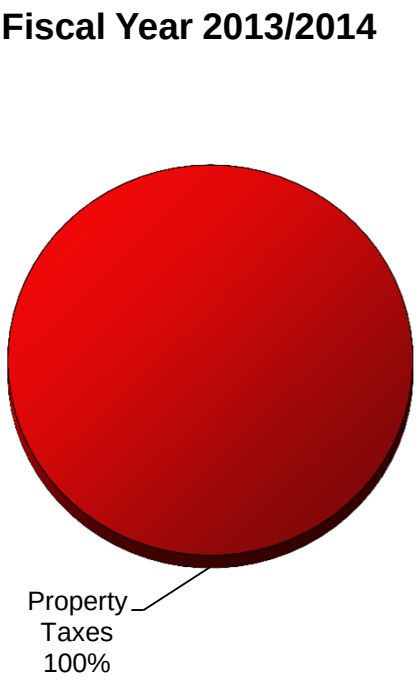
Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Taxes	**26,218,571**	**28,547,364**	**29,274,037**	**28,005,219**	**28,603,438**
Intergovernmental	**463,043**	**366,197**	**466,944**	**235,000**	**390,000**
Fines and Forfeits	**743,453**	**687,900**	**638,783**	**650,000**	**650,000**
Investment Earnings	**287,348**	**83,772**	**127,224**	**50,000**	**50,000**
Miscellaneous	**237,438**	**331,191**	**703,790**	**302,000**	**430,000**
Total Revenue	**27,949,853**	**30,016,424**	**31,210,778**	**29,242,219**	**30,123,438**

DEBT SERVICE
Debt Service Fund

Property Tax revenues are derived from a secondary tax levy on real property and personal property. The fiscal year 2013/14 secondary net assessed value is $7,623,691,280, which amounts to a decrease of $547,520,642 from the fiscal year 2012/13 final levy amount. The tax rate for fiscal year 2013/14 is $0.7800 per $100 of net assessed value. There is no change from the fiscal year 2012/13 rate. Total secondary property tax collections are budgeted at $59,611,817, with current year collections of $57,188,569 and delinquent taxes of $2,423,248. (The current year collections reflect expected collection rates.)

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

Investment Earnings are from Local Government Investment Pool interest.



Note: Other funding sources include operating transfers in from County Free Library of $89,250, Development Services of $15,893, Fleet Services of $948,703, General Fund of $8,838,035, Health of $45,845, Health -PACC of $22,577, Parking Garages $3,655, Print Shop of $2,242, Regional Flood Control of $42,459, Regional Wastewater Reclamation of $36,432,968, Risk Management of $29,705, Stadium District of $10,790, Telecommunications of $12,760 and Transportation of $17,578,019.

Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Property Taxes	**69,324,973**	**69,307,873**	**66,148,045**	**63,090,152**	**59,611,817**
Intergovernmental	**77,755**	**18,448**	**11,166**		
Investment Earnings	**936,299**	**350,332**	**242,234**		
Total Revenue	**70,339,027**	**69,676,653**	**66,401,445**	**63,090,152**	**59,611,817**

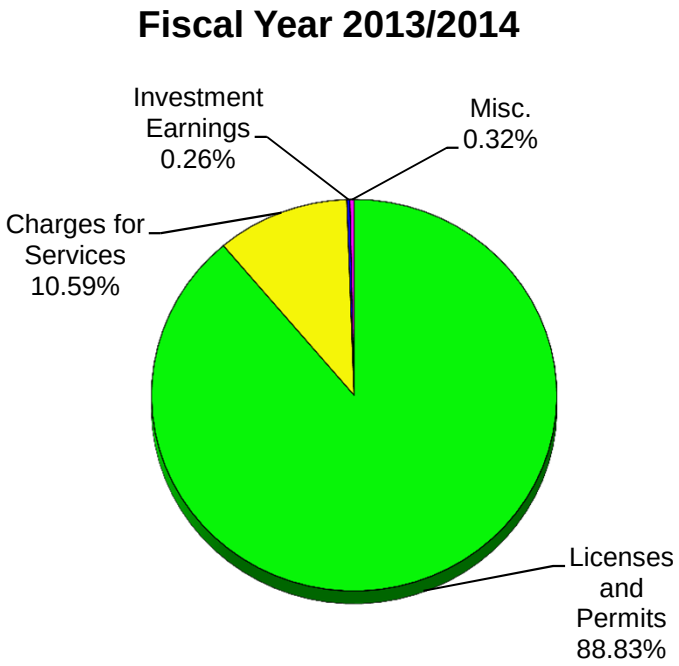
DEVELOPMENT SERVICES
Enterprise Fund

Licenses and Permits includes $5,185,000 of building permit fees. The $285,000 increase is due primarily to an anticipated increase in construction activity.

Intergovernmental has no revenue budgeted since the solar program federal grant as part of the American Recovery and Reinvestment Act was not extended after the fiscal year 2011/12.

Charges for Services include $475,000 for development review fees; $143,000 for planning and zoning review fees. The $186,739 decrease is due primarily to $205,185 for native plan and commercial kitchen review fees were not budgeted in fiscal year 2013/14.

Investment Earnings of $15,000 are expected in fiscal year 2013/14. Anticipated decrease is due to a smaller investment in the Local Government Investment Pool.



Miscellaneous revenues come from various sources: employee reimbursements and other cost recovery; enforcement of violations; sale of electronic reports; and the sale of reports, maps, and books. The decrease of $16,500 is due primarily to a reduction in the sale of electronic reports and deminished sale of copies of books and maps.

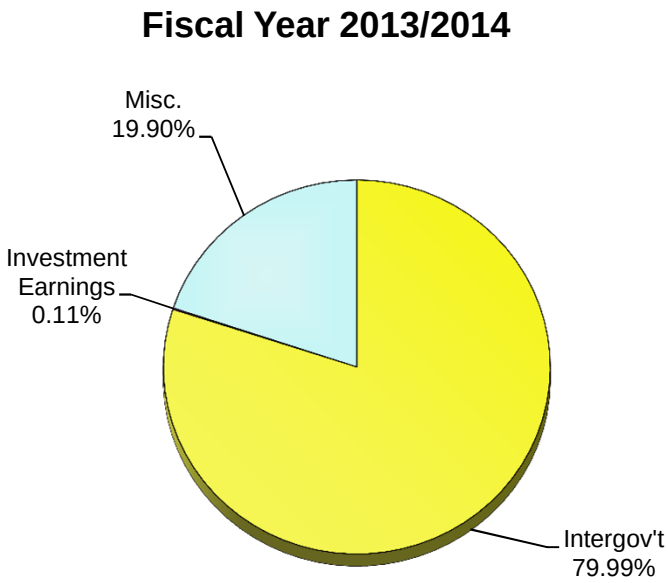
Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Licenses and Permits	5,051,795	4,913,412	5,322,496	4,900,000	5,185,000
Intergovernmental	9,454	164,793	105,105		
Charges for Services	833,899	774,587	750,540	804,739	618,000
Investment Earnings	35,627	16,998	15,453	17,200	15,000
Miscellaneous	145,045	231,176	39,232	35,200	18,700
Total Revenue	6,075,820	6,100,966	6,232,826	5,757,139	5,836,700

ECONOMIC DEVELOPMENT & TOURISM
Special Revenue Fund

Intergovernmental revenues represent hotel/motel taxes designated for economic development and tourism activities. The increase of $28,800 over fiscal year 2012/13 reflects a 2.83 percent increase in hotel and motel occupancy rates due to an improving economy.

Investment Earnings of $1,500 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 seven 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.



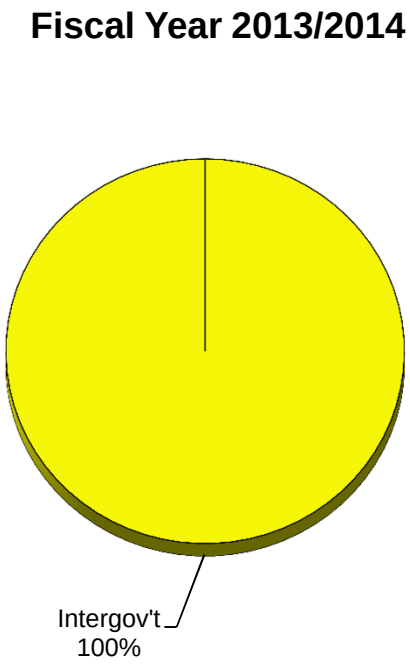
Legislation from the state of Arizona (A.R.S. 42-6108) allowing the County to increase its transient lodging excise (hotel/motel) tax from 2% to 6% became effective on August 12, 2005. In response to this legislation, the Board of Supervisors approved the increase of the County's hotel/motel tax rate 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 $633,259 from the General Fund to fund eight outside agencies.

Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Intergovernmental	901,924	894,555	1,009,883	1,017,600	1,046,400
Investment Earnings	3,275	1,834	2,018	1,000	1,500
Miscellaneous	234,392	254,013	293,702	246,262	260,326
Total Revenue	1,139,591	1,150,402	1,305,603	1,264,862	1,308,226

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. 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. The decrease from fiscal year 2009/10 is primarily due to decreases in both American Recovery and Reinvestment Act (ARRA) of 2009 grants and other federal grants. The increase over fiscal year 2011/12 to fiscal year 2012/13 was the result of an anticipated increase in federal grants. The decrease from fiscal year 2012/13 to fiscal year 2013/14 is the result of fewer federal workforce grants anticipated.

Miscellaneous revenues vary widely from year to year. The decrease from fiscal year 2011/12 is the result of fewer private grants being received.

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.

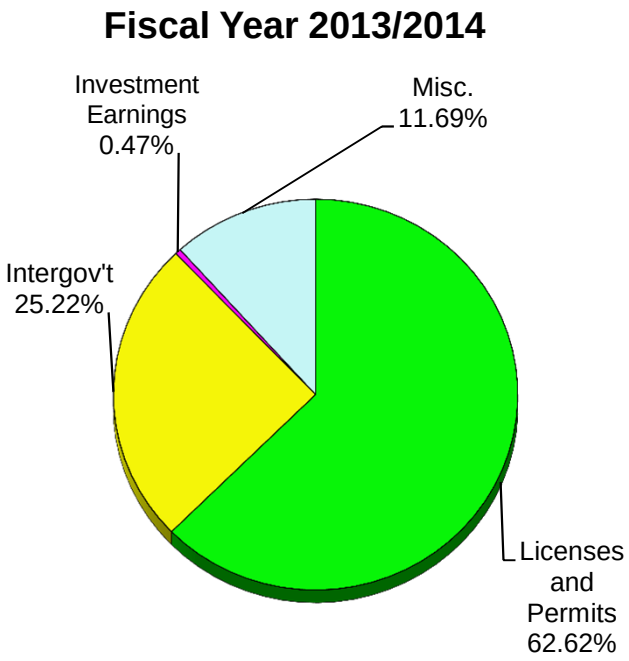
Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Intergovernmental	**22,547,444**	**15,639,223**	**14,812,731**	**18,829,597**	**16,559,659**
Investment Earnings			**120**		
Miscellaneous	**202,257**	**207,984**	**325,928**	**6,000**	
Total Revenue	**22,749,701**	**15,847,207**	**15,138,779**	**18,835,597**	**16,559,659**

ENVIRONMENTAL QUALITY
Special Revenue Fund

Licenses and Permits revenues include $1,230,000 from air quality inspection and application fees, $487,000 from review and inspection of water, septic, and sewer plans and systems, $155,700 for base fees and hauling of solid waste, and $132,000 from hazardous material related permits. The increase of $112,000 is due primarily to an increase in inspections projected for fiscal year 2013/14.

Intergovernmental revenues consist of $599,229 in federal grants, $192,000 in state program funding and grants. There is $16,111 funding from other state grant programs in fiscal year 2013/14.

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 2012/13 and 2013/14.



Investment Earnings of $15,000 are expected in fiscal year 2013/14 from the Local Government Investment Pool.

Miscellaneous revenues include $356,000 from Household Hazardous Waste program, $7,000 from requests for public records, and $10,100 from employee reimbursements, stale dated warrants and other cost recoveries. $1,300 for late fees and interest on late fees.

Note: Other funding sources include an operating transfer of $411,507 from the General Fund to fund air quality programs.

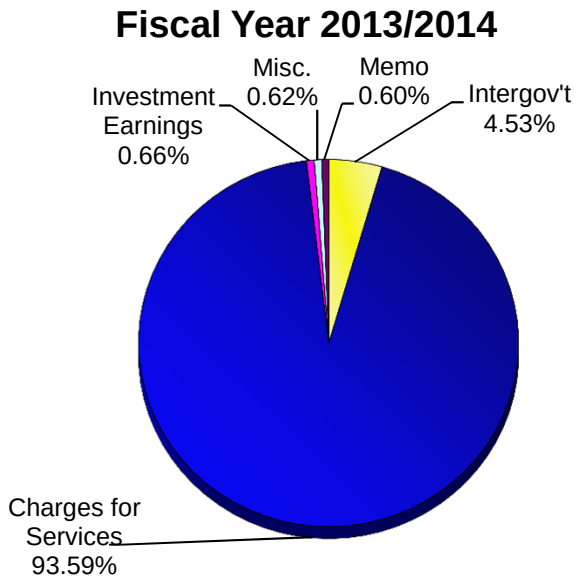
Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Licenses and Permits	1,920,334	2,032,601	2,161,654	1,892,700	2,004,700
Intergovernmental	896,736	618,132	550,409	758,111	807,340
Fines and Forfeits	10,084	118,500	12,120		
Investment Earnings	17,134	9,074	9,787	15,000	15,000
Miscellaneous	18,639	19,131	276,650	257,350	374,400
Total Revenue	2,862,927	2,797,438	3,010,620	2,923,161	3,201,440

FLEET SERVICES

Internal Service Fund

Intergovernmental revenues represent $1,125,000 in revenue from fuel and maintenance provided to other government agencies. In fiscal year 2013/14 this is expected to increase due to higher fuel costs and maintenance charges.

Charges for Services revenues include $19,809,252 in per mile fees received from other County departments for the use of vehicles and $3,425,000 for reimbursements for the cost of fuel, parts, and labor for County equipment. The increases in fiscal years 2011/12 and 2012/13 are due to higher fuel costs, maintenance, and depreciation. In fiscal year 2013/14 vehicle rates are adjusted up primarily due to fuel costs, maintenance, depreciation on new vehicles, and debt service costs for a new fleet service facility.



Investment Earnings of $164,000 are expected from the Treasurer's commingled interest distribution. The increase from fiscal year 2012/13 is due to an expected higher cash balance.

Miscellaneous revenue includes $154,700 from insurance companies and individuals for accident related repairs to County vehicles, and for metals recycling, and expense reimbursements.

Memo Revenue of $150,000 in fiscal year 2013/14 is from the sale of obsolete County vehicles and equipment.

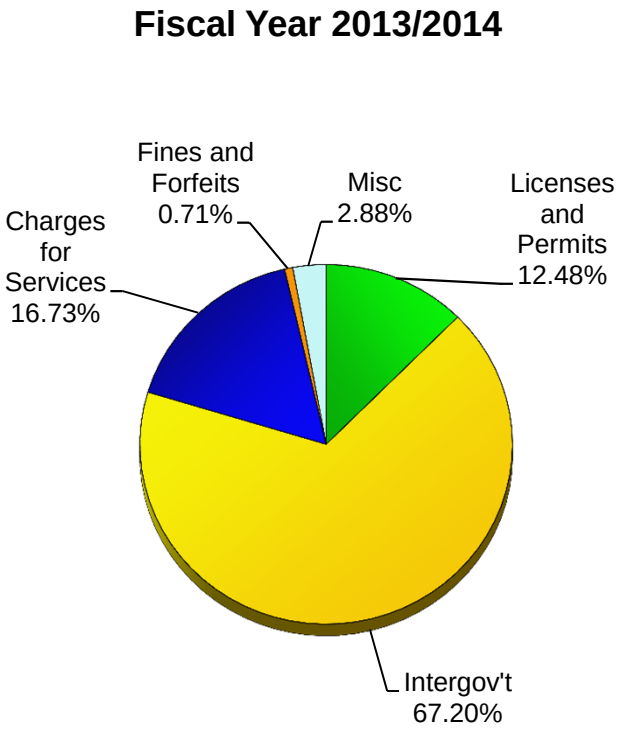
Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Intergovernmental	1,106,109	1,166,730	1,361,888	975,000	1,125,000
Charges for Services	14,324,657	12,863,640	16,304,631	18,000,000	23,234,252
Investment Earnings	233,505	44,545	278,789	125,000	164,000
Miscellaneous	479,138	591,041	132,347	355,000	154,700
Memo Revenue			3,021	115,000	150,000
Total Revenue	16,143,409	14,665,956	18,080,676	19,570,000	24,827,952

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, and HIV surveillance. Revenues are also derived from animal care services provided to incorporated municipalities including the city of Tucson. The unusual revenue in FY 2011/2012 was due to the conclusion of the American Recovery and Reinvestment Act funded Communities Putting Prevention to Work grant.



Charges for Services include services that range from processing birth and death certificates to providing immunizations and other public health related services. The department also charges fees for animal care services. Fees are charged for housing impounded animals; transferring and copying licensing records; adoption, spay, and neutering services; vaccinations; and other services. Increased revenue of $541,702 is primarily due to increased clinical service and animal care service utilization.

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

Investment Earnings is interest earned on department fund balances but historically has not been budgeted.

Miscellaneous revenues include donations, postage, copying services, bad check collections, stale dated warrants, and local program funding. Increased donations are budgeted for FY 2013/2014.

Note: Other funding sources include General Fund support for Health of $11,786,561.

Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Licenses and Permits	2,736,903	2,967,399	2,181,666	2,050,112	2,210,201
Intergovernmental	12,100,939	12,522,128	25,531,966	11,907,262	11,903,569
Charges for Services	2,831,378	2,764,026	2,810,905	2,421,912	2,963,614
Fines and Forfeits	165,642	204,480	158,892	126,484	125,970
Investment Earnings	39,650	16,775	11,301		
Miscellaneous	388,606	278,150	589,840	323,046	509,772
Total Revenue	18,263,118	18,752,958	31,284,570	16,828,816	17,713,126

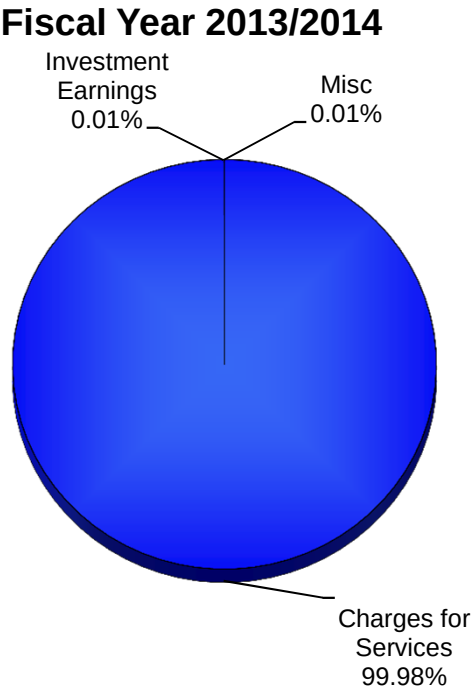
HEALTH BENEFITS TRUST FUND (new fund)

Internal Service Fund

Charges for Services include $16,852,800 from employee contributions and premium payments, and $47,473,533 from Pima County employer contributions to the fund. The fund is responsible for providing and managing health-related benefits for employees and their families including medical and dental health insurance, life and other types of insurance, the employee wellness program, and the employee assistance program.

Investment Earnings in fiscal year 2013/2014 are estimated to be $2,218 from the cash balance transferred from the dental self-insurance fund.

Miscellaneous revenues in fiscal year 2013/2014 are estimated to be $9,477 from miscellaneous revenues previously in the dental self-insurance fund.



Note: Pima County has been strategically working on long-term approaches to reduce the rising cost of healthcare while still providing comprehensive healthcare for County employees. For the first time in a number of years, the aggregate amount paid in premiums exceeds claim costs. Previously, the contract negotiations and rate guarantees made a fully insured environment more advantageous. The time has come where it is a financially sound decision to transition to a self-insurance model for County medical coverage via a internal service fund.

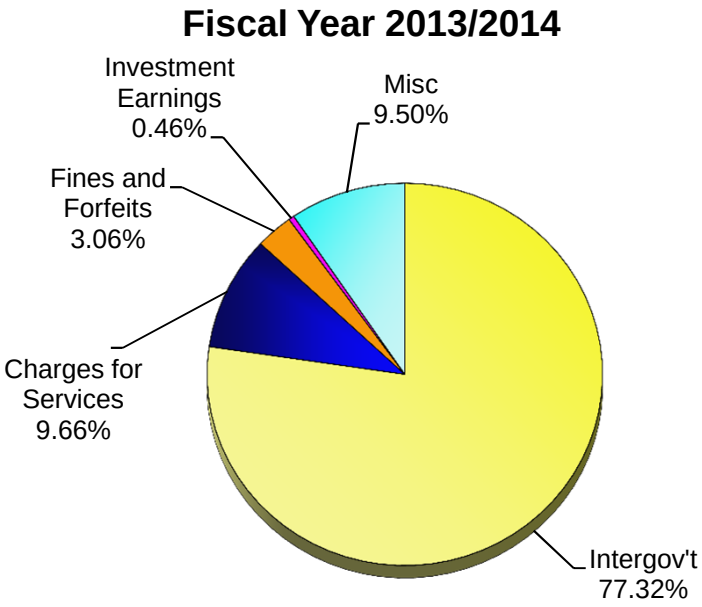
By law, the fund must have a funded reserve for claims. The fund will receive a $3,500,000 short-term loan from the PHS Transition Fund which will be repaid by the end of fiscal year 2013/14 and a loan of $10,000,000 from the Self-Insurance Reserve Fund which will be repaid in the future. The cash balance at June 30, 2013 for the Pima County Self-insurance Dental Plan will be transferred in July 2013 and is estimated to be $154,245 in the FY2013/2014 budget.

This new internal service fund will begin July 1, 2013.

Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Charges for Services					**64,326,333**
Investment Earnings					**2,218**
Miscellaneous					**9,477**
Total Revenue					**64,338,028**

OTHER SPECIAL REVENUE FUNDS

Special Revenue Fund



Intergovernmental revenues consist of federal and state funds received under County Law Enforcement Antiracketeering $850,000; Fill the Gap funds for County Attorney, various courts, and Indigent Defense $1,852,777; County Attorney Victim Witness Compensation $69,100; Sheriff Criminal Justice Enhancement $400,000; Sheriff Az Traffic Violations $100,000; Sheriff State RICO funds $50,000; Juvenile Court Title IV-E funding $200,000; Public Defender Training $68,000; Legal Defender Training $18,000; the Clerk of the Superior Court Child Support Incentive, $27,000, County Attorney Employer Sanctions $100,000, Housing Trust Fund $100,000, and Justice Courts FARE funding $15,000. The grants budgeted in Special Revenue Funds include Community Development Block Grants $7,346,087; County Attorney $3,683,634, Juvenile Court $8,975,005; Sheriff $8,393,240; Superior Court $10,249,314; Forensic Science Center $34,709; Emergency Management/Homeland Security $2,091,793; Office of Medical Services $408,522; Justice Courts Tucson $151,297; Natural Resources Parks & Recreation $494,980; School Reserve Fund $1,650,000; and Transportation grants $16,033,094. The decrease of $11,190,925 or 19.1%, from fiscal year 2012/13 is attributable to the discontinuation of American Recovery and Reinvestment Act (ARRA) stimulus funding recieved in previous years.

Charges for Services revenues include fees collected by the Superior Court Local Court Automation Fund $400,000, Child Support Visitation Program $138,500, Conciliation Court $534,500, Law Library $265,000 and Probation Services $1,787,700; the Clerk of the Superior Court Time Pay Fees $216,000, Local Court Automation Fund $235,000, Spousal Maintenance $23,000, Document Storage and Retrieval $395,000, and Address Confidentiality Fee $400; Juvenile Court Probation Services $391,712; Justice Courts Time Pay Fees $273,000, Automation Fund $602,247, Photo Traffic Enforcement $100,000, FARE $3,000, and Mail Confidentiality Fees $4,200; Parks Special Programs $25,000; the Treasurer Taxpayer Information Fund $100,000; Recorder Document Storage and Retrieval $943,956; OEM Radio System $262,566; and Sheriff Commissary Operations $1,217,000.

Fines and Forfeits revenues consist of forfeiture funds and fines received by the County Attorney Antiracketeering $2,250,000, Bad Check Program $179,580, and Victim Witness Compensation $20,000; Justice Courts $1 Allocation $50,000; and Juvenile Court Victim Restitution fines $8,000.

Investment 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 $50,800, 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

$150,000, Bad Check Program $300, Consumer Protection $500, Employer Sanctions $3,000, Fill The Gap $3,600, Victim Restitution $10,000, and County Attorney Grants $8,294; Indigent Defense Fill the Gap $2,000 and Indigent Defense Training Funds $655; Superior Court Local Automation Fund $6,500, Courts Fill The Gap $8,000, Conciliation $3,660, Child Support Visitation $1,300, Law Library $2,100, Probate $100, and Probation Services $10,800; Sheriff Criminal Justice Enhancement $5,000, Commissary Operations $2,000, and Inmate Welfare Fund $10,000; Recorder Document Storage and Retrieval $5,200, and Recorder Grants $700; Juvenile Court Probation Services $2,000, Title IV-E $5,000, grants $467, and Victim Restitution $427; Facilities Renewal Fund $7,996; Treasurer Taxpayer Information Fund $2,500; and Forensic Science Special Revenue $70. The amounts departments have budgeted for investment earnings are historically lower than the actual amounts realized because some revenue sources are unpredictable and projections have generally been conservative. Budgeted interest increased for fiscal year 2013/14 by $87,158 due to higher fund balances and expected improvement in investment returns.

Miscellaneous revenues include funds paid to County Attorney Antiracketeering $3,500,000, Victim Witness Compensation $70,000, and grants $112,913; Superior Court Conciliation $2,000, Probation Services $10,000, and the Superior Court Law Library $40,000; Juvenile Court Victim Restitution ($2,700); Facilities Renewal Fund $2,023,628; Forensic Science Special Revenue $28,000; Sheriff Commissary Operations $630,000, Inmate Welfare Fund $12,000, and Grants $300,000; Office of Emergency Management $420,777; Parks Special Programs $62,000; School Reserve Fund $500,000; and Community Development grants, $80,000. The decrease of $957,056, or 10.9% from fiscal year 2012/13 is primarily from an decrease in County Attorney Law Enforcement Antiracketeering revenues.

Note: The following table presents Other Special Revenue Funds, excluding Economic Development & Tourism in the amount of $1,308,226. This fund is shown elsewhere in this section. Total Other Special Revenue Funds and Grants, as presented on the Summary of Revenues by Fund and Category page 8-12, includes this special revenue funds. With this revenue source included, the total revenues of Other Special Revenue Funds for fiscal year 2013/14 is $67,226,832.

Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Intergovernmental	**41,718,679**	**53,263,827**	**64,426,721**	**58,519,383**	**47,328,458**
Charges for Services	**8,516,640**	**8,099,129**	**7,944,720**	**7,338,000**	**7,917,781**
Fines and Forfeits	**512,931**	**428,959**	**4,226,061**	**428,500**	**2,507,580**
Interest	**532,287**	**319,963**	**217,030**	**288,301**	**375,459**
Miscellaneous	**11,203,608**	**7,335,689**	**8,198,550**	**8,746,384**	**7,789,328**
Memo Revenue	**90,131**				
Total Revenue	**62,574,276**	**69,447,567**	**85,013,082**	**75,320,568**	**65,918,606**

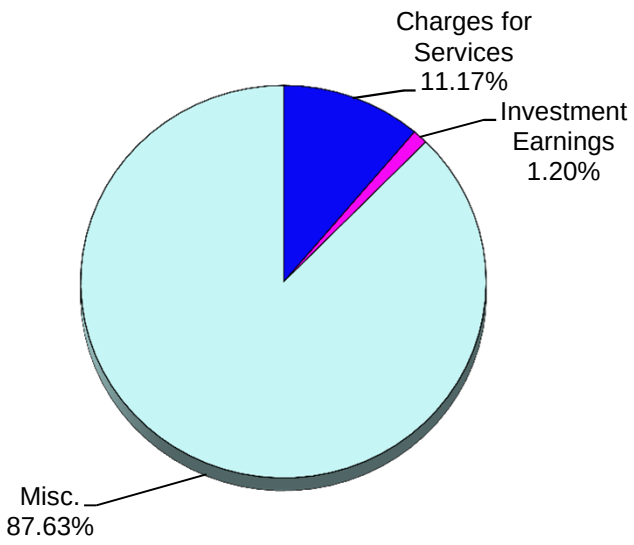
PARKING GARAGES
Enterprise Fund

Charges for Services revenues of $248,580 are the result of charging County departments for parking fleet vehicles in County owned parking facilities.

Investment Earnings of $26,796 are from the Treasurer's commingled interest distribution. The increase from fiscal year 2012/13 is due to higher fund balance.

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 decreased due to decreased lot usage downtown because of road construction.

Fiscal Year 2013/2014



Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Charges for Services	160,285	249,231	258,164	268,500	248,580
Investment Earnings	28,136	16,534	19,255	14,400	26,796
Miscellaneous	1,838,934	1,821,957	2,001,121	1,991,487	1,949,097
Total Revenue	2,027,355	2,087,722	2,278,540	2,274,387	2,224,473

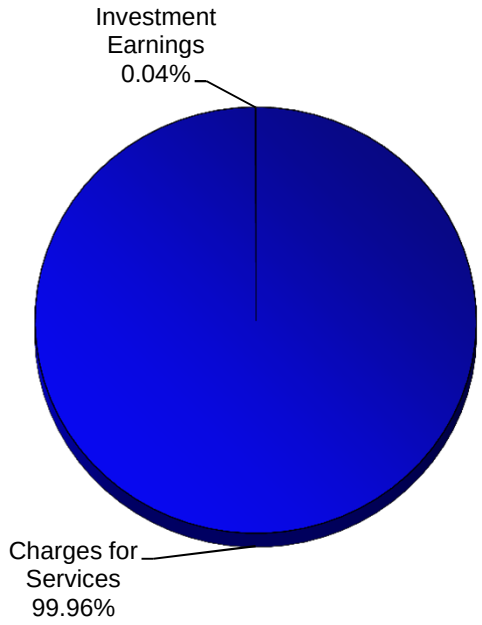
PRINT SHOP

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.

Investment Earnings revenues are earned on fund cash balance. The decrease is due to an anticipated decreased cash balance.

Fiscal Year 2013/2014

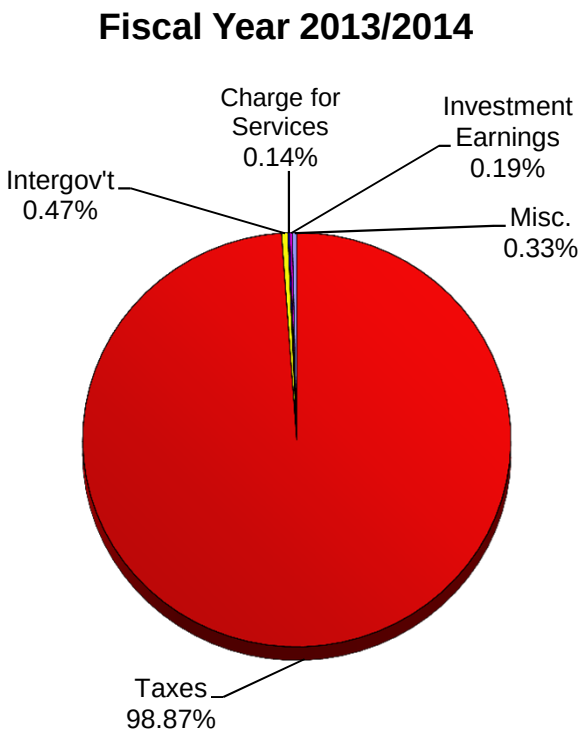


Note: Beginning in fiscal year 2011/12, the Print Shop is under the operational control of Finance & Risk Management. Program information is presented there. Prior to fiscal year 2012/13, the Print Shop was named Graphic Services Production.

Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Charges for Services	1,131,243	1,010,150	922,719	873,000	900,000
Investment Earnings	1,997	723	747	1,400	400
Total Revenue	1,133,240	1,010,873	923,466	874,400	900,400

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 2013/14 secondary net assessed value of real and secured personal property is $6,768,456,641, which is a decrease of $476,172,481 from the fiscal year 2012/13 final valuation. The tax rate for fiscal year 2013/14 is $0.2635 per $100 of net assessed value and is the same rate used in fiscal year 2012/13. Total secondary property tax collections are budgeted at $18,208,026 with current year collections of $17,342,982 and delinquent taxes of $865,044. (The current year collections reflect expected collection rates.)



Intergovernmental revenue for fiscal year 2013/14 is budgeted at $87,475. Revenue for fiscal year 2013/14 are primarily federal Wetland Program Development grants. 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 of $25,000 are from the sales of various manuals and fees collected in-lieu of detention systems.

Investment Earnings of $35,000 are expected in fiscal year 2013/14 from the Local Government Investment Pool.

Miscellaneous revenues include $30,000 from rentals of property and $30,388 collected from property owners for disturbance of protected riparian habitats.

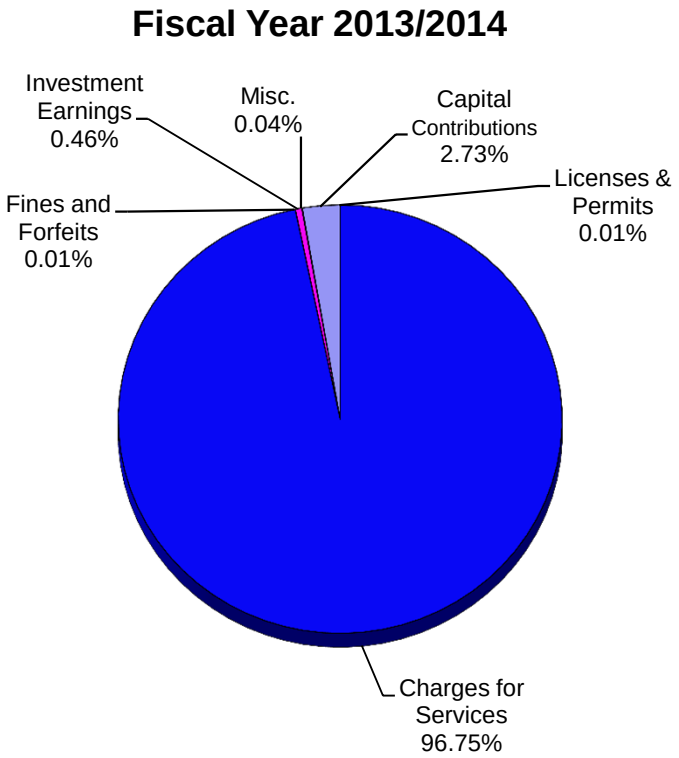
Memo Revenue in 2010/11 is for the sale of land.

Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Taxes	**23,458,293**	**22,275,437**	**20,256,094**	**18,909,828**	**18,208,026**
Intergovernmental	**257,494**	**52,381**	**3,777**		**87,475**
Charges for Services	**40,521**	**72,437**	**86,441**	**25,000**	**25,000**
Licenses and Permits			**18,946**		
Investment Earnings	**134,722**	**69,796**	**131,883**	**35,000**	**35,000**
Miscellaneous	**149,105**	**99,590**	**78,751**	**105,500**	**60,388**
Memo Revenue		**13,300**			
Total Revenue	**24,040,135**	**22,582,941**	**20,575,892**	**19,075,328**	**18,415,889**

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.



Charges for Services consist of $159,970,674 in sewer user fees, $16,583,676 in sewer connection fees, $310,000 in sanitation fees, and $100,000 in small construction activity permits. In March of 2010, the Board of Supervisors approved rate increases for July 2013. The fixed monthly service fee increased $0.77, the volume rate increased by 10%, and the connection fees methodology for calculating connection fees changed during fiscal year 2011/12. connection fee rates are established on water meter size rather than fixture unit equivalents. While sewer user fee revenue increased $4,667,757, connection fee revenue increased $81,496 due to an increase in anticipated non-participating connection fees.

Fines and Forfeits consist of industrial pretreatment fines of $22,000 assessed against various commercial customers of Wastewater Reclamation.

Investment Earnings decreased to $850,000 due to lower 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.

Note: Other funding sources include Sewer System Revenue Obligations proceeds of $70,000,000.

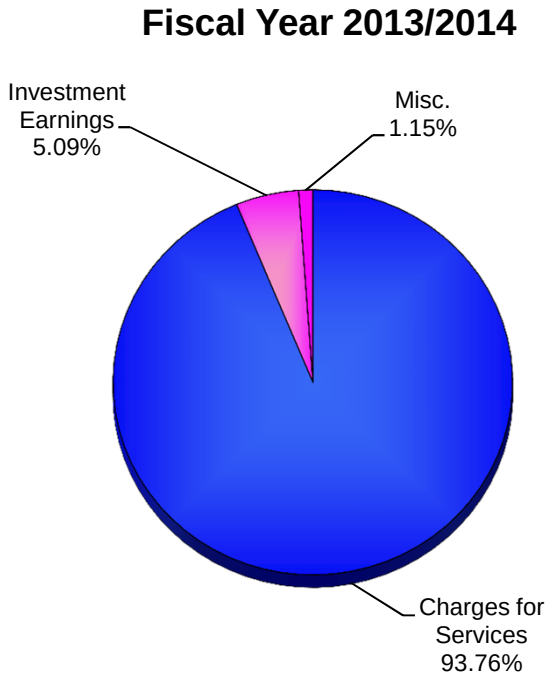
Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Licenses and Permits	19,800	15,525	12,631	18,600	16,000
Intergovernmental	2,054,277				
Charges for Services	127,811,100	147,979,481	154,092,548	172,260,097	176,964,350
Fines and Forfeits	29,694	14,606	495,456	24,262	22,000
Investment Earnings	688,534	621,761	847,516	1,449,066	850,000
Miscellaneous	96,161	1,206,678	155,685	1,122,656	80,000
Capital Contributions	7,319,280	4,027,186	2,570,618	7,045,000	5,000,000
Total Revenue	138,018,846	153,865,237	158,174,454	181,919,681	182,932,350

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 $4,872,578, liability $8,282,706, unemployment insurance $660,000, environmental damage $314,334, and property damage $1,662,480. The premium revenue changes are based on the number and type of claims filed. Actuaries recommend premium guideline levels based upon established accounting standards.

Investment Earnings of $857,927 are expected from the Local Government for the Trust Fund Reserve.



Miscellaneous revenues in fiscal years 2009/10, 2010/11 and 2011/12 include pooled investment fund loss recovery, stale dated warrants, settlements, various refunds, and property rent. Fiscal year 2012/13 miscellaneous revenue is property rent. Fiscal year 2013/14 is property rent, restitution, judgments, and County reimbursement payments.

Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Intergovernmental	35,017				
Charges for Services	19,343,442	21,085,392	19,182,358	16,085,010	15,792,098
Investment Earnings	550,356	443,675	962,531	521,602	857,927
Miscellaneous	56,266	347,658	202,423	17,400	192,880
Total Revenue	19,985,081	21,876,725	20,347,312	16,624,012	16,842,905

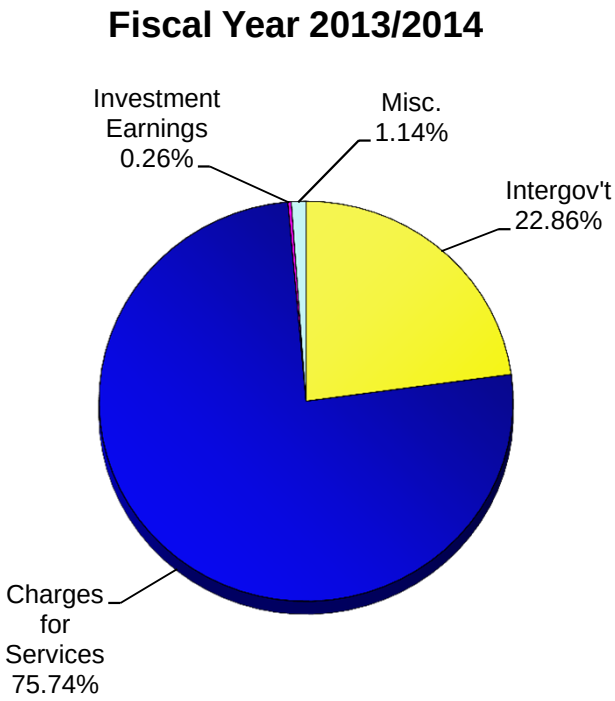
SOLID WASTE MANAGEMENT
Special Revenue Fund

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

Charges for Services includes $3,397,500 in landfill waste disposal fees and tire collection fees of $81,200. The increase of $200,400 over fiscal year 2012/13 is due primarily to an increase in usage for Tangerine and Sahuarita Landfills.

Investment Earnings of $12,000 from the Local Government Investment Pool.

Miscellaneous revenues of $45,500 are from the sale of recyclable items from the landfills and collection stations and $6,800 are from late fees being collected on late payments. Miscellaneous for fiscal year 2011/12 include proceeds of a capital lease.



Note: The Solid Waste Management Adopted Budget was based on a model of the County providing direct solid waste services. However, the Board of Supervisors entered into a contract with Tucson Waste and Recycling Services to provide landfill and solid waste services for County residents.

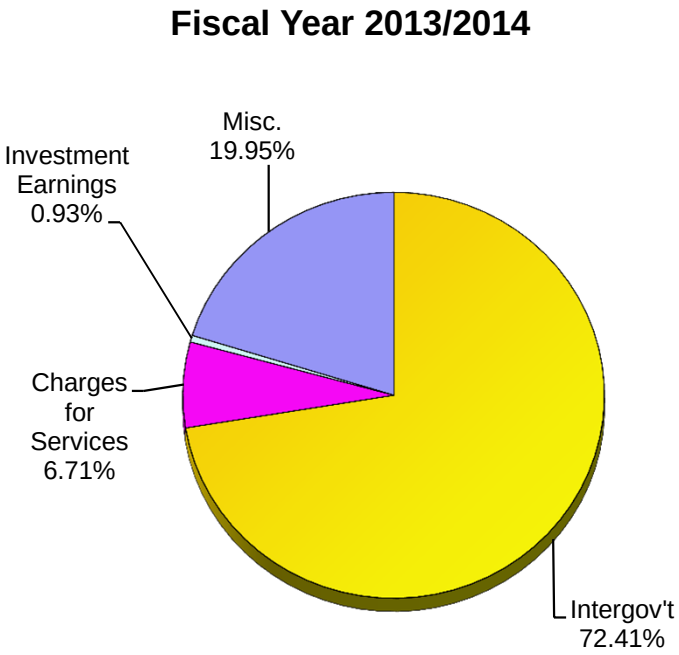
Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Intergovernmental	1,042,719	1,092,320	1,133,101	1,050,000	1,050,000
Charges for Services	3,338,799	3,641,172	3,486,368	3,278,300	3,478,700
Investment Earnings	35,869	11,751	14,036	12,000	12,000
Miscellaneous	39,941	92,102	78,705	50,700	52,300
Total Revenue	4,457,328	4,837,345	4,712,210	4,391,000	4,593,000

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 $1,493,000 for car rentals and at $159,000 for recreational vehicle space surcharges. The increase of $24,000 over fiscal year 2012/13 is due to an improving economy.

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

Investment Earnings of $21,135 are expected from the Treasurer's commingled interest distribution.



Miscellaneous revenues for fiscal year 2009/10 include major league baseball spring training activities, parking and concessions, and other events held at the stadium complex. In fiscal year 2010/11 the Arizona Diamondbacks spring training contract was terminated. Miscellaneous revenues include soccer and baseball leagues, special events, and utility cost reimbursements. Special events include concerts, car shows, and other similar activities. Miscellaneous revenues are expected to remain constant due to various special events.

Note: Other funding sources include operating transfers from the General Fund for the following: $2,223,600 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.

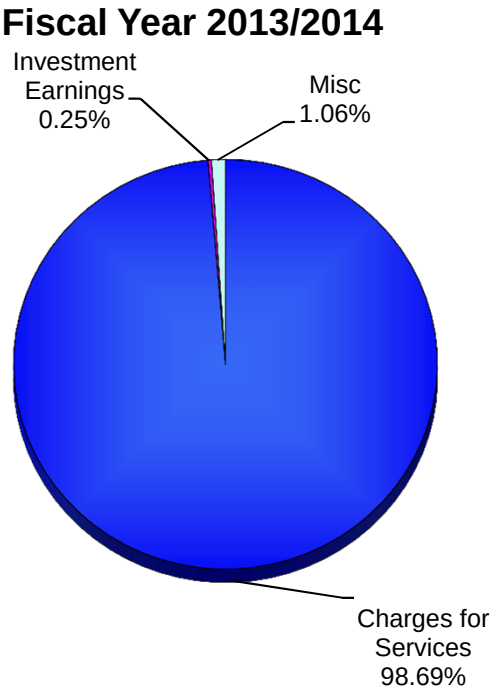
Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Intergovernmental	**1,520,929**	**1,537,706**	**1,609,319**	**1,628,000**	**1,652,000**
Charges for Services		**116,733**	**218,840**	**153,000**	**153,000**
Investment Earnings	**59,758**	**24,566**	**21,168**	**12,000**	**21,135**
Miscellaneous	**718,739**	**402,570**	**1,129,942**	**455,000**	**455,000**
Total Revenue	**2,299,426**	**2,081,575**	**2,979,269**	**2,248,000**	**2,281,135**

TELECOMMUNICATIONS FUND
Internal Service Fund

Charges for Services include combined basic telephone and network infrastructure charges of $4,983,506, and wireless radio access and repair charges of $958,092. The increase of $568,808 over fiscal year 2012/13 is due to an increase in the number of network infrastructure ports, increases in the number of radios rented, and new radio tower leases.

Investment Earnings increased due to an expected increase in cash balance.

Miscellaneous revenues in fiscal year 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 through 2013/14 are for weather radio transmitter maintenance and fees from non-County users of radios.

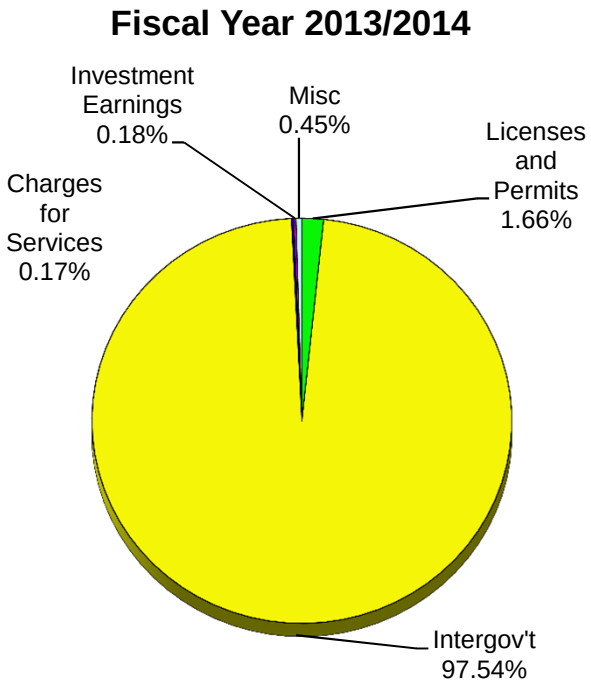


Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Charges for Services	4,495,247	4,523,968	4,813,400	5,372,790	5,941,598
Investment Earnings	51,859	21,564	18,238	10,575	15,200
Miscellaneous	93,620	82,627	74,758	83,728	63,935
Total Revenue	4,640,726	4,628,159	4,906,396	5,467,093	6,020,733

TRANSPORTATION
Special Revenue Fund

Licenses and Permits revenues include $1,073,000 in permits and inspection fees and $37,800 for the use of rights of way. The increase of $18,231 is due primarily to an increase in subdivision permit fees.

Intergovernmental revenues consist primarily of $38,122,572 in Highway User Revenue Funds (HURF) distributed by the state of Arizona for the development and maintenance of County roads. Another large component is $11,111,268 of state shared vehicle license tax revenue. Estimates of these combined sources were provided by the Pima Association of Governments and represent an increase of $2,269,535 from fiscal year 2012/13. Federal revenue includes $16,029,140 for road maintenance and emergency repairs previously recorded as revenue in the Capital Improvement Program (CIP) prior to fiscal year 2012/13 and an additional $3,954 for bike, pedestrian, and safety programs.



Charges for Services include $100,300 in impact fees and highway and street fees charged to newly constructed subdivisions, $10,000 from the abandonment of County property and rights of way, and $650 from sale of electronic data. The increase of $20,750 is due primarily to an increase in impact fees.

Investment Earnings of $120,000 are expected in fiscal year 2013/14 from the Local Government Investment Pool.

Miscellaneous revenue includes $151,287 in earnings from County rental properties, $147,000 in reimbursements for damages to property and telephone calls, and $3,000 in miscellaneous interest and fines reimbursements.

Note: Other funding sources include operating transfers of $5,120,662 from the General Fund, $5,000,000 for pavement preservation and $120,662 for graffiti abatement. Federal operating intergovernmental revenue is now included in the Transportation Grants program revenue and transferred through an operating transfer to the Capital Improvement Programs (CIP).

Revenue Object	FY 2009/2010	FY 2010/2011	FY 2011/2012	FY 2012/2013	FY 2013/2014
Licenses and Permits	395,648	810,860	1,096,770	1,092,569	1,110,800
Intergovernmental	53,809,573	51,325,803	46,022,527	63,607,607	65,266,934
Charges for Services	243,518	185,027	139,813	90,200	110,950
Investment Earnings	195,716	142,967	123,464	120,000	120,000
Miscellaneous	252,749	249,770	622,980	288,509	301,287
Total Revenue	54,897,204	52,714,427	48,005,554	65,198,885	66,909,971

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2012/2013 vs Fiscal Year 2013/2014

SOURCE OF REVENUES	ADOPTED REVENUES FY 2012/2013	ADOPTED REVENUES FY 2013/2014	CHANGE	EXPLANATION
GENERAL FUND				
Assessor				
Other Miscellaneous Revenues	3,000	3,000	-	
Clerk of the Board				
Alcoholic Beverages	2,000	2,000	-	
General Government Fees	100	100	-	
Clerk of the Superior Court				
Federal Revenue	300,000	300,000	-	
General Government Fees	407,145	407,145	-	
Other Miscellaneous Revenues	28,000	28,000	-	
Court Fees	691,029	691,029	-	
Investment Earnings	5,600	5,600	-	
Other Fines & Forfeits	1,100,000	1,100,000	-	
Fines	222,000	222,000	-	
Communications Office				
Interdepartmental Charges	110,000	76,086	(33,914)	Reduced interdepartmental usage of services during changeover in office director and staff
Other Miscellaneous Revenues	500	500	-	
Constables				
Court Fees	323,490	323,490	-	
Miscellaneous	37,900	37,900	-	
Contract Attorney				
Court Fees	823,454	823,454	-	
County Attorney				
Other Miscellaneous Revenues	40,000	40,000	-	
Elections				
General Government Fees	5,000	2,900	(2,100)	Reduced fees anticipated due to less election activity
City Participation	642,000	291,000	(351,000)	Less reimbursements due to fewer jurisdictional elections in non-general elections year
State Revenue	300,000	-	(300,000)	No state reimbursements due to lack of primary/general elections in non-general elections year
Other Local Governments	-	34,000	34,000	Anticipated reimbursements for elections in school districts and special districts
Other Miscellaneous Revenues	-	100	100	Refunds and other misc receipts
Facilities Management				
Rents and Royalties	2,497,526	2,795,609	298,083	Additional tenants have occupied the Abrams Building
Other Miscellaneous Revenues	29,040	261,190	232,150	Increase in electricity and O&M charges to non County tenants, primarily UPH
Finance				
Other Miscellaneous Revenues	25,000	25,000	-	
Forensic Science Center				
General Government Fees	101,500	103,500	2,000	Increase in revenue due to contracted service agreements with Pinal and Cochise Counties
Charges for Services	1,180,000	1,380,000	200,000	Increase in revenue due to contracted service agreements with Pinal and Cochise Counties
Miscellaneous	1,500	26,750	25,250	Increase in revenue due to contracted service agreements with Pinal and Cochise Counties & budgeting of late fees

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2012/2013 vs Fiscal Year 2013/2014

SOURCE OF REVENUES	ADOPTED REVENUES FY 2012/2013	ADOPTED REVENUES FY 2013/2014	CHANGE	EXPLANATION
General Government Revenues				
Alcoholic Beverages	45,000	63,000	18,000	Increase due to new restaurant business startups
Auto Lieu Tax	23,113,145	23,332,000	218,855	Growth in local population and new vehicle sales barely enough to offset statutory 16.25% annual reduction to tax base
Business Licenses & Permits	2,490,000	2,759,170	269,170	Increased local population and income; FY2012/13 budget amount understated actual revenue for year
City Participation	45,000	45,000	-	
Contributions/Pub Enterprise	11,707,604	14,693,130	2,985,526	FY2013/14 Administrative Overhead allocation revised 2/6/2013
Federal Revenue	1,900,000	1,964,400	64,400	Assumes stimulus monies terminate with FY2012/13 and government funds only 65% of PILT program (actual % funding will be subject to federal budget sequestration)
General Government Fees	769,434	775,704	6,270	FY2013/14 Administrative Overhead allocation revised 2/6/2013
Investment Earnings	155,000	192,500	37,500	Reflects 0.55% average yield on assumed $35 million average monthly General Fund balance
Other Miscellaneous Revenues	380,000	150,000	(230,000)	More closely reflects average actual miscellaneous revenues during past few years
Sales & Use Tax	93,646,000	99,300,000	5,654,000	Anticipated increase due to statewide growth, as Pima County economic growth lags behind state economy; potential state sales tax reform and federal deficit/debt reduction efforts are significant risks to projection
State Revenue	7,500	7,500	-	
Taxes / Interest on Delq. Prop. Tax	7,624,631	7,713,830	89,199	Increased revenue due to greater collection of delinquent taxes
Taxes / Penalties on Delq. Prop.Tax	921,818	1,048,431	126,613	Increased revenue due to greater collection of delinquent taxes
Taxes / Personal Property	10,123,855	9,409,113	(714,742)	Decrease in personal property tax base due to near doubling of business personal property exemption beginning with FY2013/2014 & additional accelerated depreciation available to business partially offset by increase in payments for outstanding delinquent personal property taxes
Taxes / Real Property	262,240,384	267,328,821	5,088,437	Increase in current year collection rate partially offset by lower amount of delinquent taxes outstanding
Transient Lodging Tax	2,162,400	2,223,600	61,200	Benefits of newly renovated resorts offset by continued below normal state and national economic growth.
Human Resources				
General Government Fees	1,000	1,000	-	
Charges for Services	174,196	-	(174,196)	Employee insurance premium reimbursements have been moved to new Health Benefits Trust Fund.
Miscellaneous	160,540	150,000	(10,540)	Decrease due to conservative estimate of attraction ticket sales
Information Technology				
General Government Fees	19,550	20,596	1,046	Increased interdepartmental and intergovernmental charges for services
Miscellaneous	-	2,105	2,105	Increased investment earnings
Rents and Royalties	498,078	534,147	36,069	Increased cell tower and building antenna site rent
Institutional Health				
State Revenue	-	-	-	
Investment Earnings	23,154	-	(23,154)	Department was reorganized; this revenue now budgeted in Office of Medical Services
Other Miscellaneous Revenues	69,765	-	(69,765)	Department was reorganized; this revenue now budgeted in Office of Medical Services
Justice Court Ajo				
State Revenue	15,352	15,352	-	
General Government Fees	3,500	3,500	-	
Court Fees	23,414	23,414	-	
Justice Courts - Fines	195,839	195,839	-	
Other Miscellaneous Revenues	350	350	-	
Justice Court Green Valley				
State Revenue	21,060	21,060	-	
Court Fees	51,480	51,480	-	
Justice Courts - Fines	250,000	250,000	-	
Justice Courts Tucson				
State Revenue	168,000	168,000	-	
General Government Fees	900,000	900,000	-	
Court Fees	2,030,500	2,030,500	-	
Justice Courts - Fines	2,662,192	2,672,192	10,000	Reflects anticipated revenues based on projected revenues for FY 12/13.
Other Fines & Forfeits	50,000	40,000	(10,000)	Reflects anticipated revenues based on projected bond forfeitures for FY 12/13.
Rents and Royalties	6,000	6,000	-	
Other Miscellaneous Revenues	50,000	50,000	-	

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2012/2013 vs Fiscal Year 2013/2014

SOURCE OF REVENUES	ADOPTED REVENUES FY 2012/2013	ADOPTED REVENUES FY 2013/2014	CHANGE	EXPLANATION
Juvenile Court				
Federal Revenue	100,000	100,000	-	
Court Fees	30,000	5,200	(24,800)	Change in adoption laws; not requiring home visits.
Investment Earnings	100	100	-	
Other Miscellaneous Revenues	1,500	2,000	500	Reflects anticipated revenues based on historical data.
Kino Sports Complex				
Facility Fees	7,000	3,500	(3,500)	Less revenue expected from Willie Blake Park
Other Miscellaneous Revenues	26,727	23,590	(3,137)	Landscape contract not renewed by Child Advocacy Center
Rents and Royalties	-	85,000	85,000	Utility reimbursement received from YMCA
Natural Resources, Parks, & Recreation				
Culture & Recreation Fees	225,600	225,100	(500)	Increase in activity at NRP&R facilities
Facility Fees	442,200	442,900	700	Increase in facility fees use
Licenses & Permits	-	1,500	1,500	Licenses and permits were separated to better reflect NRP&Rs revenue collection
Other Miscellaneous Revenues	57,100	53,900	(3,200)	Decrease due to less public participation in events at SportsPark
Rents and Royalties	113,900	115,900	2,000	Increase due to increases in rent from Rillito Park and Continental Green Valley
Non Departmental				
Charges for Services	-	532,531	532,531	Photo Traffic Enforcement now budgeted in Non Departmental; court fees collected as a result of civil violations opting for defensive driving classes
Fines & Forfeits	-	1,279,279	1,279,279	Photo Traffic Enforcement now budgeted in Non Departmental; fines associated with Photo Traffic Enforcement
Transient Lodging Tax	3,180,000	3,270,000	90,000	Increase in hotel/motel tax revenue
Other Miscellaneous Revenues	700,000	1,356,814	656,814	Photo Traffic Enforcement now budgeted in Non Departmental $854.5k; PCWIN Radio Loan repayment $17k; Vehicle Impound Program ($215k)
Office of Medical Services				
Investment Earnings	-	11,859	11,859	Interest on note receivable from UPH with a decreasing principal balance
Other Miscellaneous Revenues	-	69,765	69,765	See Institutional Health; no change from 2012/13
Office of Sustainability and Conservation				
Rents and Royalties	5,000	4,000	(1,000)	Royalties from Arizona Centennial Book that were not attained for FY 2012/2013 are anticipated but reduced by prior fiscal year YTD estimates
Photo Traffic Enforcement				
Court Fees	592,531	-	(592,531)	Photo Traffic Enforcement now budgeted in Non Departmental
Justice Court - Fines	1,279,279	-	(1,279,279)	Photo Traffic Enforcement now budgeted in Non Departmental
Other Miscellaneous Revenues	904,500	-	(904,500)	Photo Traffic Enforcement now budgeted in Non Departmental
Procurement				
Other Miscellaneous Revenues	3,000	3,000	-	
Public Defender				
Federal Revenue	17,472	17,472	-	
Public Fiduciary				
Court Fees	693,731	489,073	(204,658)	New state probate laws now allow certified staff to perform functions previously handled by attorneys therefore lowering fee rates
General Government Fees	15,000	15,000	-	
Other Miscellaneous Revenues	2,400	2,400	-	
Recorder				
General Government Fees	2,017,897	2,480,186	462,289	Increased document recording activity due to improved housing market
Other Miscellaneous Revenues	-	-	-	
School Superintendent				
Federal Revenue	49,749	-	(49,749)	Decrease due to federal forest fees being moved to school reserve special revenue fund
Other Miscellaneous Revenues	325,000	177,000	(148,000)	Decreased reimbursements for school district elections and miscellaneous other services

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2012/2013 vs Fiscal Year 2013/2014

SOURCE OF REVENUES	ADOPTED REVENUES FY 2012/2013	ADOPTED REVENUES FY 2013/2014	CHANGE	EXPLANATION
Sheriff				
Federal Revenue	300,000	300,000	-	
Business Licenses & Permits	25,000	25,000	-	
Jury Fees	500	500	-	
Sheriff Dept Fees	1,228,000	1,228,000	-	
Correctional Housing	7,300,000	7,300,000	-	
Justice Courts - Traffic Fines	20,000	20,000	-	
Other Miscellaneous Revenues	115,000	115,000	-	
Superior Court				
Federal Revenue	318,027	318,027	-	
Superior Court Mandated Services				
Court Fees	125,023	116,023	(9,000)	Decrease in jury fees
Other Miscellaneous Revenues	100,000	109,000	9,000	Increase in reimbursements for lengthy jury trials
Treasurer				
General Government Fees	600	-	(600)	Decreased due to reimbursement for ballot storage program expected to end
TOTAL GENERAL FUND REVENUE	**453,903,361**	**467,420,706**	**13,517,345**	
SPECIAL REVENUE FUNDS				
County Free Library				
Property Taxes	28,005,219	28,603,438	598,219	Reflects Truth in Taxation (TNT) rate increase; tax rate of $0.3753
Intergovernmental	235,000	390,000	155,000	Increase in Library Services and Technology Act (LSTA) grant funding
Investment Earnings	50,000	50,000	-	
Fines and Forfeits	650,000	650,000	-	
Miscellaneous	302,000	430,000	128,000	Increased funding from Friends organizations and private donations
Employment and Training				
Intergovernmental	18,829,597	16,559,659	(2,269,938)	Decrease in federal grants
Miscellaneous	6,000	-	(6,000)	No private grants expected
Environmental Quality				
Investment Earnings	15,000	15,000	-	
Intergovernmental	758,111	807,340	49,229	Increase in both Federal Air monitoring and State grant awards is anticipated from prior fiscal year
Licenses and Permits	1,892,700	2,004,700	112,000	Increase due primarily to a projected increase in inspections
Miscellaneous	257,350	374,400	117,050	Increase due to the Household Hazardous Waste Program from Regional Wastewater Reclamation in fiscal year 2013/14
Health				
Charges for Services	2,219,426	2,755,735	536,309	Primarily due to higher clinical service and utilization
Intergovernmental	8,811,473	8,072,188	(739,285)	Reduction in Health grants is expected
Licenses and Permits	1,145,000	1,325,574	180,574	Increase in restaurant and pool inspections based on actual revenues; previous year was underbudgeted
Miscellaneous	40,000	73,000	33,000	This year's budget based on prior year actual - relates to Family Planning Grant

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2012/2013 vs Fiscal Year 2013/2014

SOURCE OF REVENUES	ADOPTED REVENUES FY 2012/2013	ADOPTED REVENUES FY 2013/2014	CHANGE	EXPLANATION
Other Special Revenue Funds & Grants				
Intergovernmental	76,439,873	64,407,952	(12,031,921)	Community Development Grants NSP II (5.303m); Co Attny Grants (2.1m); Co Special Revenue (1.978m); Sheriff Grants (1.644m); Elections Grants (1.154m); PR Grants (1.061m); Transportation (610k); School Reserve Fund (362.4k); Office of Sustainability & Conservation Grants (352k); Facilities Management Grants (325k); JU Grants (255k); Forensic Science Center Grants (215k); SC Fill the Gap (30k); Co Attny Victim Restitution (13k); Legal Defender Training (3k); Public Defender Training (2k); Emergency Mgmt/Homeland Security Grants 1.675m; Co Atty Law Enforcement Antiracketeering 850k; Superior Court Grants 494k; Co Atty Fill the Gap 432k; Co Attny Civil Special Revenue 100k; Housing Trust 100k; Economic Development & Tourism 28.8k; Justice Courts Tucson Grants 17k; PD Fill the Gap 11k; FSC Special Revenue 10.5k; Medical Services Grants 7k
Charges for Services	7,338,000	7,917,781	579,781	OEM Radio System 263k; Recorder Document Storage & Retrieval 198.7k; SC Probation 87k; JU Probation Services 42.7k; Parks Special Programs 23.8k; SC Conciliation 14k; SC Child Support 9k; JC Tucson Time Pay Fees (28.7k); SC Local Crt Automation (25k); SC Law Library (4k)
Fines and Forfeits	428,500	2,507,580	2,079,080	Co Atty Law Enforcement Antiracketeering 2.3m; Co Atty Bad Check 179.6k; JC Tucson SB 1398 50k; Co Atty special revenue (398.5k); JU Victim Restitution (2k)
Investment Earnings	289,301	376,959	87,658	Co Atty Law Enforcement Antiracketeering 150k; Co Atty Fill the Gap 5k; Co Atty Victim Restitution 5k; SC Fill the Gap 4k; Co Attny Fill the Gap 3.6k; Co Atty Employer Sanctions 3k; Co Attny Civil Special Revenue 3k; SC Child Support 1k; SC Conciliation 1k; SC Local Court Automation 1k; JU Special Revenue 700; Economic Development and Tourism .5k; Co Attny Bad Check 300; Public Defender Training 180; Recorder grants 100; Co Attny Special Revenue (55k); Co Atty Grants (5.7k); Facilities Renewal (5.3k); IT Enhancement (4.6k); Elections Grants (4k); SC Probation (3k); Recorder Document Storage & Retrieval (1.95k); PD Fill the Gap (1.4k); JC Green Valley Special Revenue (1.1k) JCG Time Pay Fees (1k)
Miscellaneous	8,756,884	8,049,654	(707,230)	Co Attny Special Revenue (4.8m); Parks Special Programs (250k); Facilities Renewal Fund (113.1k); Transportation (23k); SC Probation (10k); JU Special Revenue (3k); Co Attny Law Enforcement Antiracketeering 3.5m; OEM Radio System 421k; Co Attny Grants 113k; Community Development Grants 80k; School Reserve Fund 50k; Economic Development & Tourism 14.1k; SC Conciliation 1k; Public Defender Training 500; JU Court Restitution 300k; Legal Defender Training 200k
Pima Animal Care				
Charges for Services	202,486	207,879	5,393	Slight improvement in service utilization expected
Fines and Forfeits	126,484	125,970	(514)	Slight decrease is net of various increases and decreases - adoption revenue is up; euthanasia fees down
Intergovernmental	3,095,789	3,831,381	735,592	Pima County will charge central overhead to other jurisdictions in 2013/14 unlike previous years
Licenses and Permits	905,112	884,627	(20,485)	Decreased budget based on current actual revenues
Miscellaneous	283,046	436,772	153,726	Increased donations, $100,000 and other miscellaneous revenues, $53,726 based on current actuals
Regional Flood Control District				
Charges for Services	25,000	25,000	-	
Investment Earnings	35,000	35,000	-	
Intergovernmental		87,475	87,475	Federal Wetland Program Development Grant award for fiscal year 2013/14
Miscellaneous	105,500	60,388	(45,112)	Decrease due to lower collections of protected riparian habitats disturbances assessments
Property Taxes	18,909,828	18,208,026	(701,802)	Decrease due to reduction in secondary net assessed value of real and secured personal property
Solid Waste				
Intergovernmental	1,050,000	1,050,000	-	
Charges for Services	3,278,300	3,478,700	200,400	Increase due primarily to an increase in usage of landfills
Investment Earnings	12,000	12,000	-	
Miscellaneous	50,700	52,300	1,600	Increase due primarily to the sale of recyclable items
Stadium District				
Charges for Services	153,000	153,000	-	
Intergovernmental	1,628,000	1,652,000	24,000	Car rental surcharge increase 23k; RV space surcharge increase 1k
Investment Earnings	12,000	21,135	9,135	Interest on White Sox settlement
Miscellaneous	455,000	455,000	-	

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2012/2013 vs Fiscal Year 2013/2014

SOURCE OF REVENUES	ADOPTED REVENUES FY 2012/2013	ADOPTED REVENUES FY 2013/2014	CHANGE	EXPLANATION
Transportation				
Charges for Services	90,200	110,950	20,750	Increase due to an increase in impact fees
Investment Earnings	120,000	120,000	-	
Intergovernmental	46,964,305	49,233,840	2,269,535	Increase is primarily due to an increase in Highway User Revenue Funds
Licenses and Permits	1,092,569	1,110,800	18,231	Increase due primarily to an increase in permit requests and inspections
Miscellaneous	264,683	301,287	36,604	Increase due primarily to revenue includes County rental properties, an increase in reimbursements for damages to property
TOTAL SPECIAL REVENUE FUNDS	**235,328,436**	**227,024,490**	**(8,303,946)**	
DEBT SERVICE				
Taxes	63,090,152	59,611,817	(3,478,335)	Decrease primarily due to decline in secondary property values
TOTAL DEBT SERVICE	**63,090,152**	**59,611,817**	**(3,478,335)**	
CAPITAL PROJECTS				
Intergovernmental	43,773,313	33,862,369	(9,910,944)	Decrease primarily due to reduced funding from RTA sales tax $4.3M and HURF of $8.1M offset by increases in State Transportation of $1.8M and $1M in City Participation.
Charges for Services	2,541,905	2,376,867	(165,038)	Decreases primarily due to decreased contributions from developers and other outside sources
Investment Earnings	102,500	-	(102,500)	Interest earned for fiscal year 2012/13 was on the proceeds of the sale of land will not be earned in fiscal year 2013
Miscellaneous	1,638,500	1,133,459	(505,041)	Decrease in private donations
TOTAL CAPITAL PROJECTS	**48,056,218**	**37,372,695**	**(10,683,523)**	
ENTERPRISE FUNDS				
Development Services				
Licenses and Permits	4,900,000	5,185,000	285,000	Increase is due primarily to an increase in the construction industry
Charges for Services	804,739	618,000	(186,739)	Decrease is due primarily to a decrease in native plan and commercial kitchen reviews
Investment Earnings	17,200	15,000	(2,200)	Decrease due to a smaller investment pool
Miscellaneous	35,200	18,700	(16,500)	Decrease is due primarily to diminished sale of copies of books and maps
Parking Garages				
Charges for Services	268,500	248,580	(19,920)	Decreased usage is budgeted due to downtown construction
Investment Earnings	14,400	26,796	12,396	Increased fund balance
Miscellaneous	1,991,487	1,949,097	(42,390)	Decreased revenues are from an increase in bus pass subsidies
Regional Wastewater Reclamation				
Licenses and Permits	18,600	16,000	(2,600)	Decrease due primarily to a decrease in the number of industrial user permits
Charges for Services	172,260,097	176,964,350	4,704,253	Increase due primarily to approved phased rate increase from July 2013
Fines and Forfeits	24,262	22,000	(2,262)	Decrease due primarily to a decrease in the number of pretreatment fines of commercial users
Investment Earnings	1,449,066	850,000	(599,066)	Decrease due to lower cash balances invested in LGIP
Memo Revenue	7,045,000	5,000,000	(2,045,000)	Decrease in developer system contributions
Miscellaneous	1,122,656	80,000	(1,042,656)	Increase due to interest penalties for uncollected connection fees and rental properties
TOTAL ENTERPRISE FUNDS	**189,951,207**	**190,993,523**	**1,042,316**	
GRAND TOTAL ALL FUNDS	**990,329,374**	**982,423,231**	**(7,906,143)**	

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2012/2013 vs Fiscal Year 2013/2014

SOURCE OF REVENUES	ADOPTED REVENUES FY 2012/2013	ADOPTED REVENUES FY 2013/2014	CHANGE	EXPLANATION
THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY				
INTERNAL SERVICE FUNDS				
Fleet Services				
Charges for Services	18,000,000	23,234,252	5,234,252	Increase in the mileage rate charge for increased fuel, depreciation and other costs
Investment Earnings	125,000	164,000	39,000	Increase due to higher expected cash balance
Intergovernmental	975,000	1,125,000	150,000	Increase in charges by the County to other governmental jurisdictions for repairs and maintenance services
Memo Revenue	115,000	150,000	35,000	Increase due to expected sales of fixed assets
Miscellaneous	355,000	154,700	(200,300)	Decrease in estimated non-operating revenues based on prior year actuals
Health Benefits Trust Fund				
Charges for Services	-	64,326,333	64,326,333	This is a new fund starting as of 7/1/13. Previously was partly in Finance, Human Resources, and Agency.
Investment Earnings	-	2,218	2,218	This is a new fund starting as of 7/1/13. Previously was partly in Finance, Human Resources, and Agency.
Miscellaneous	-	9,477	9,477	This is a new fund starting as of 7/1/13. Previously was partly in Finance, Human Resources, and Agency.
Print Shop				
Charges for Services	873,000	900,000	27,000	Increased revenues with ITD printing jobs & increased work from other County funded organizations and partners
Investment Earnings	1,400	400	(1,000)	Conservative estimate from last years actuals due to market fluctuations
Risk Management				
Charges for Services	16,085,010	15,792,098	(292,912)	Health premiums moved to Health Benefits ($1.865m) partially offset by increased liability premiums $1.572m
Investment Earnings	521,602	857,927	336,325	Increased interest based on historical earnings
Miscellaneous	17,400	192,880	175,480	Did not budget for restitution, judgments, and reimbursements in FY 12/13
Telecommunications				
Charges for Services	5,372,790	5,941,598	568,808	Increase in number of network users, increased number of radio users, and charges to initiate new PCWIN system and decommission the old system
Investment Earnings	10,575	15,200	4,625	Increasing cash balance
Miscellaneous	83,728	63,935	(19,793)	Decreased non-operating revenue from outside agencies
TOTAL INTERNAL SERVICE FUNDS	**42,535,505**	**112,930,018**	**70,394,513**	
TOTAL REVENUES	**1,032,864,879**	1,095,353,249	**62,488,370**	

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SUMMARY OF EXPENDTITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Enterprise	Total Expenditures
GENERAL GOVERNMENT SERVICES					
Assessor					
Administration	2,775,547	-	-	-	2,775,547
Assessor Statutory Mandates	6,221,002	-	-	-	6,221,002
Total Assessor	**8,996,549**	**-**	**-**	**-**	**8,996,549**
Board of Supervisors					
Board of Supervisors	2,074,023	-	-	-	2,074,023
Total Board of Supervisors	**2,074,023**	**-**	**-**	**-**	**2,074,023**
Clerk of the Board					
Administration Management	704,378	-	-	-	704,378
Document and Micrographics Mgmt	610,258	-	-	-	610,258
Total Clerk of the Board	**1,314,636**	**-**	**-**	**-**	**1,314,636**
Communications Office					
Communications Office	903,625	-	-	-	903,625
Total Communications Office	**903,625**	**-**	**-**	**-**	**903,625**
County Administrator					
County Administrator	1,539,893	-	-	-	1,539,893
Total County Administrator	**1,539,893**	**-**	**-**	**-**	**1,539,893**
Elections					
Elections	3,125,120	1,180,501	-	-	4,305,621
Total Elections	**3,125,120**	**1,180,501**	**-**	**-**	**4,305,621**
Facilities Management					
Administration	2,147,881	-	-	-	2,147,881
Asset Mgmt & Planning Services	388,560	-	-	-	388,560
Building Services	14,907,416	-	-	-	14,907,416
Design & Construction Services	760,092	-	-	-	760,092
Facilities Renewal	-	625,000	-	-	625,000
Parking Garages	-	-	-	2,076,933	2,076,933
Total Facilities Management	**18,203,949**	**625,000**	**-**	**2,076,933**	**20,905,882**
Finance & Risk Management					
Administration	1,512,391	-	-	-	1,512,391
Budget	1,498,088	-	-	-	1,498,088
Departmental Analysis	428,473	-	-	-	428,473
Financial Control & Reporting	1,253,264	-	-	-	1,253,264
Financial Management & Audit	607,388	-	-	-	607,388
Financial Operations	2,543,789	-	-	-	2,543,789
Grants Management	1,194,155	-	-	-	1,194,155
Revenue Management	729,933	26,925	-	-	756,858
Total Finance & Risk Management	**9,767,481**	**26,925**	**-**	**-**	**9,794,406**
Human Resources					
Administration	480,263	-	-	-	480,263
Compensation/Classification/Recruitment	924,494	-	-	-	924,494
Employment Rights, FMLA, E-Verify & Training	890,352	-	-	-	890,352
Reports and Records	308,936	-	-	-	308,936
Total Human Resources	**2,604,045**	**-**	**-**	**-**	**2,604,045**

SUMMARY OF EXPENDTITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Enterprise	Total Expenditures
Information Technology					
Information Technology	14,916,153	-	-	-	14,916,153
Total Information Technology	**14,916,153**	**-**	**-**	**-**	**14,916,153**
Non Departmental					
Contingency	27,907,300	-	-	-	27,907,300
Debt Service	-	-	124,043,471	-	124,043,471
General Government Revenues	705,000	-	-	-	705,000
Mandated Payments	58,577,293	-	-	-	58,577,293
Non Departmental	6,844,761	700,000	-	-	7,544,761
Total Non Departmental	**94,034,354**	**700,000**	**124,043,471**	**-**	**218,777,825**
Office of Emergency Management & Homeland Security					
Emergency Mgt/Homeland Security	516,404	2,091,793	-	-	2,608,197
OEM Radio System	-	1,361,212	-	-	1,361,212
Total Office of Emergency Management & Homeland Security	**516,404**	**3,453,005**	**-**	**-**	**3,969,409**
Office of Sustainability and Conservation					
Conservation Science	89,954	-	-	-	89,954
Cultural Resources and Historic Preservation	(77,617)	-	-	-	(77,617)
Office of Sustainability and Conservation	149,323	2,500	-	-	151,823
Sustainability Programs	148,665	-	-	-	148,665
Total Office of Sustainability and Conservation	**310,325**	**2,500**	**-**	**-**	**312,825**
Procurement					
Administration	435,403	-	-	-	435,403
Design & Construction	658,578	-	-	-	658,578
Materials & Services	1,007,324	-	-	-	1,007,324
Vendor Relations & SBE Program	287,722	-	-	-	287,722
Total Procurement	**2,389,027**	**-**	**-**	**-**	**2,389,027**
Recorder					
Administration	435,913	-	-	-	435,913
Information Services	-	1,939,958	-	-	1,939,958
Recorder Division	932,977	-	-	-	932,977
Voter Registration	1,031,034	98,500	-	-	1,129,534
Total Recorder	**2,399,924**	**2,038,458**	**-**	**-**	**4,438,382**
Treasurer					
Treasurer Operations	2,568,107	443,200	-	-	3,011,307
Total Treasurer	**2,568,107**	**443,200**	**-**	**-**	**3,011,307**
TOTAL GENERAL GOVERNMENT SERVICES	**165,663,615**	**8,469,589**	**124,043,471**	**2,076,933**	**300,253,608**

SUMMARY OF EXPENDTITURES BY FUND: PROGRAM

Functional Area / Department / Program	Total Expenditures
INTERNAL SERVICE FUNDS - INFORMATIONAL PURPOSES ONLY	
GENERAL GOVERNMENT SERVICES	
Finance & Risk Management	
Print Shop	895,258
Risk Management	17,185,568
Total Finance & Risk Management	**18,080,826**
Fleet Services	
Fleet Management Administration	3,547,402
Fleet Parts Supply	2,763,443
Maintenance & Operations	4,262,191
Support Services	6,738,959
Vehicle Acquisition & Disposition	3,900,773
Total Fleet Services	**21,212,768**
Human Resources	
Health Benefits	61,806,000
Total Human Resources	**61,806,000**
Information Technology	
Telecommunications	5,810,632
Total Information Technology	**5,810,632**
TOTAL INTERNAL SERVICE - GENERAL GOVERNMENT SERVICES	**106,910,226**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Enterprise	Total Expenditures
GENERAL GOVERNMENT SERVICES					
Assessor					
Administration	3,000	-	-	-	3,000
Total Assessor	**3,000**	**-**	**-**	**-**	**3,000**
Clerk of the Board					
Administration Management	2,100	-	-	-	2,100
Total Clerk of the Board	**2,100**	**-**	**-**	**-**	**2,100**
Communications Office					
Communications Office	76,586	-	-	-	76,586
Total Communications Office	**76,586**	**-**	**-**	**-**	**76,586**
Elections					
Elections	328,000	-	-	-	328,000
Total Elections	**328,000**	**-**	**-**	**-**	**328,000**
Facilities Management					
Administration	53,030	-	-	-	53,030
Building Services	3,003,769	-	-	-	3,003,769
Facilities Renewal	-	2,031,624	-	-	2,031,624
Parking Garages	-	-	-	2,224,473	2,224,473
Total Facilities Management	**3,056,799**	**2,031,624**	**-**	**2,224,473**	**7,312,896**
Finance & Risk Management					
Financial Operations	25,000	-	-	-	25,000
Total Finance & Risk Management	**25,000**	**-**	**-**	**-**	**25,000**
Human Resources					
Benefits/Wellness/Reports and Records	151,000	-	-	-	151,000
Total Human Resources	**151,000**	**-**	**-**	**-**	**151,000**
Information Technology					
Information Technology	556,848	-	-	-	556,848
Total Information Technology	**556,848**	**-**	**-**	**-**	**556,848**
Non Departmental					
Debt Service	-	-	59,611,817	-	59,611,817
General Government Revenues	431,006,199	-	-	-	431,006,199
Non Departmental	6,438,624	-	-	-	6,438,624
Total Non Departmental	**437,444,823**	**-**	**59,611,817**	**-**	**497,056,640**
Office of Emergency Management & Homeland Security					
Emergency Mgt/Homeland Security	-	2,091,793	-	-	2,091,793
OEM Radio System	-	683,343	-	-	683,343
Total Office of Emergency Management & Homeland Security	**-**	**2,775,136**	**-**	**-**	**2,775,136**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Enterprise	Total Expenditures
Office of Sustainability and Conservation					
Office of Sustainability and Conservation	4,000	-	-	-	4,000
Total Office of Sustainability and Conservation	**4,000**	**-**	**-**	**-**	**4,000**
Procurement					
Vendor Relations & SBE Program	3,000	-	-	-	3,000
Total Procurement	**3,000**	**-**	**-**	**-**	**3,000**
Recorder					
Information Services	-	949,156	-	-	949,156
Recorder Division	2,275,976	-	-	-	2,275,976
Voter Registration	204,210	700	-	-	204,910
Total Recorder	**2,480,186**	**949,856**	**-**	**-**	**3,430,042**
Treasurer					
Treasurer Operations	-	102,500	-	-	102,500
Total Treasurer	**-**	**102,500**	**-**	**-**	**102,500**
TOTAL GENERAL GOVERNMENT SERVICES	**444,131,342**	**5,859,116**	**59,611,817**	**2,224,473**	**511,826,748**

INTERNAL SERVICE FUNDS - INFORMATIONAL PURPOSES ONLY

GENERAL GOVERNMENT SERVICES

Finance & Risk Management	
Print Shop	900,400
Risk Management	16,842,905
Total Finance & Risk Management	**17,743,305**
Fleet Services	
Fleet Management Administration	20,249,093
Fleet Parts Supply	2,500
Maintenance & Operations	3,175,100
Support Services	1,401,259
Total Fleet Services	**24,827,952**
Human Resources	
Health Benefits	64,338,028
Total Human Resources	**64,338,028**
Information Technology	
Telecommunications	6,020,733
Total Information Technology	**6,020,733**
TOTAL INTERNAL SERVICE - GENERAL GOVERNMENT SERVICES	**112,930,018**

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area / Department / Program	FTEs
GENERAL GOVERNMENT SERVICES	
Assessor	
Administration	42.5
Assessor Statutory Mandates	105.5
Total Assessor	**148.0**
Board of Supervisors	
Board Of Supervisors	23.3
Total Board of Supervisors	**23.3**
Clerk of the Board	
Administration Management	7.0
Document and Micrographics Mgmt	9.0
Total Clerk of the Board	**16.0**
Communications Office	
Communications Office	10.5
Total Communications Office	**10.5**
County Administrator	
County Administrator	11.6
Total County Administrator	**11.6**
Elections	
Elections	16.0
Total Elections	**16.0**
Facilities Management	
Administration	17.0
Asset Mgmt & Planning Services	5.0
Building Services	123.0
Design & Construction Services	21.0
Parking Garages	4.0
Total Facilities Management	**170.0**
Finance & Risk Management	
Administration	20.0
Budget	14.5
Departmental Analysis	28.0
Financial Control & Reporting	20.9
Financial Management & Audit	17.0
Financial Operations	39.0
Grants Management	30.0
Print Shop	9.0
Revenue Management	24.5
Risk Management	29.2
Total Finance & Risk Management	**232.1**
Fleet Services	
Fleet Management Administration	12.0
Fleet Parts Supply	4.0
Maintenance & Operations	37.0
Support Services	2.0
Total Fleet Services	**55.0**

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area / Department / Program	FTEs
Human Resources	
Administration	8.0
Compensation/Classification/Recruitment	20.0
Employment Rights, FMLA, E-Verify & Training	10.0
Health Benefits	14.0
Reports and Records	3.0
Total Human Resources	**55.0**
Information Technology	
Information Technology	140.0
Telecommunications	28.0
Total Information Technology	**168.0**
Office of Emergency Management & Homeland Security	
Emergency Mgt/Homeland Security	8.2
OEM Radio System	3.0
Total Office of Emergency Management & Homeland Security	**11.2**
Office of Sustainability and Conservation	
Conservation Science	6.0
Cutural Resources and Historic Preservation	4.0
Office of Sustainability and Conservation	3.0
Sustainability Programs	2.0
Total Office of Sustainability and Conservation	**15.0**
Procurement	
Administration	5.0
Design & Construction	8.0
Materials & Services	13.7
Vendor Relations & SBE Program	5.0
Total Procurement	**31.7**
Recorder	
Administration	4.0
Information Services	13.0
Recorder Division	17.0
Voter Registration	13.0
Total Recorder	**47.0**
Treasurer	
Treasurer Operations	38.5
Total Treasurer	**38.5**
TOTAL GENERAL GOVERNMENT SERVICES	**1,048.9**

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Assessor

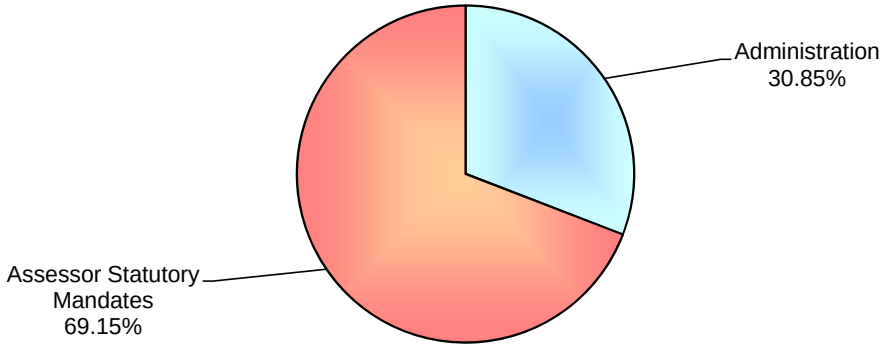
Expenditures: 8,996,549 **Revenues:** 3,000

FTEs 148.0

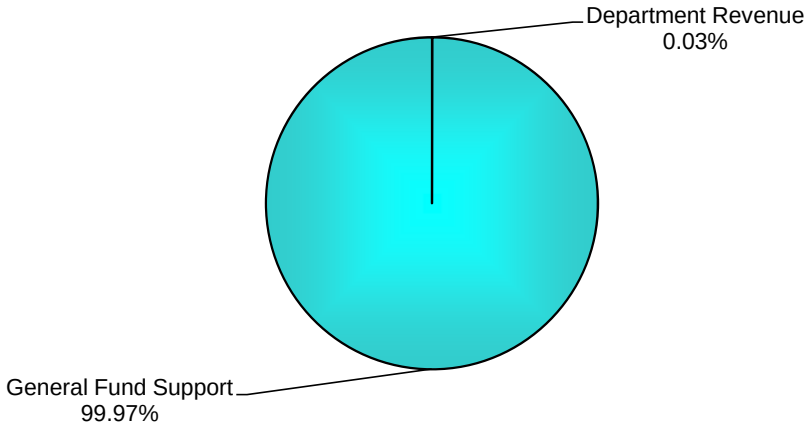
Function Statement: Locate, identify, list, value, and defend all real and personal property in Pima County. Annually value and add to the tax roll all new construction, additions, changes in ownership, subdivisions, and parcel splits. Educate and assist the public in the valuation and appeals process.

Mandates: ARS Title 42: Taxation

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Assessor

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Administration	2,626,819	2,351,677	2,775,547
Assessor Statutory Mandates	5,366,661	6,283,376	6,221,002
Total Expenditures	**7,993,480**	**8,635,053**	**8,996,549**
Funding by Source			
Revenues			
Administration	6,701	3,000	3,000
Assessor Statutory Mandates	413	-	-
Total Revenues	**7,114**	**3,000**	**3,000**
General Fund Support	7,986,366	8,632,053	8,993,549
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**7,993,480**	**8,635,053**	**8,996,549**
Staffing (FTEs) by Program			
Administration	46.5	45.0	42.5
Assessor Statutory Mandates	108.5	110.0	105.5
Total Staffing (FTEs)	**155.0**	**155.0**	**148.0**

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

Administer, direct, and manage County personnel policies and procedures and provide personnel and payroll services for the Assessor's Office. 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. Ensure compliance with statutory mandates.

Program Goals and Objectives

- Ensure the proper and timely performance of all functions mandated to the Assessor by ARS Title 42
- Maintain a local area network system with current technologies

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Fulfilled required ARS Title 42 statutory mandates	yes	yes	yes
Computer systems maintained and upgraded for most efficiency	yes	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	2,084,068	2,063,837	2,238,524
Operating Expenses	443,877	277,840	537,023
Capital Equipment > $5,000	98,874	10,000	-
Total Program Expenditures	**2,626,819**	**2,351,677**	**2,775,547**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	891	3,000	3,000
Charges for Services	5,810	-	-
Operating Revenue Sub-Total	**6,701**	**3,000**	**3,000**
General Fund Support	2,620,118	2,348,677	2,772,547
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,626,819**	**2,351,677**	**2,775,547**
Program Staffing FTEs	**46.5**	**45.0**	**42.5**

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; 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Percent of responses made to Exemption and Legislative freeze	100%	100%	100%
Percent of responses made to Administrative Appeals, Notices of Errors, and Notices of Claims	100%	100%	100%
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

Program Expenditures by Object	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Personnel Services	4,922,985	5,797,006	5,844,077
Operating Expenses	443,676	486,370	376,925
Total Program Expenditures	**5,366,661**	**6,283,376**	**6,221,002**

Program Summary

Department: **Assessor**

Program: **Assessor Statutory Mandates**

Program Funding by Source			
Revenues			
Miscellaneous Revenue	413	-	-
Operating Revenue Sub-Total	**413**	**-**	**-**
General Fund Support	5,366,248	6,283,376	6,221,002
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**5,366,661**	**6,283,376**	**6,221,002**
Program Staffing FTEs	**108.5**	**110.0**	**105.5**

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Board of Supervisors

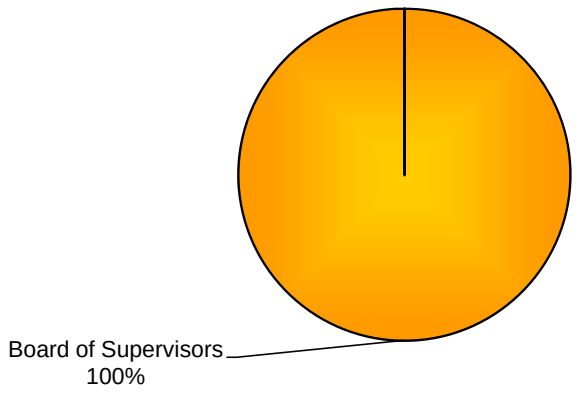
Expenditures: 2,074,023 **Revenues:** 0

FTEs 23.3

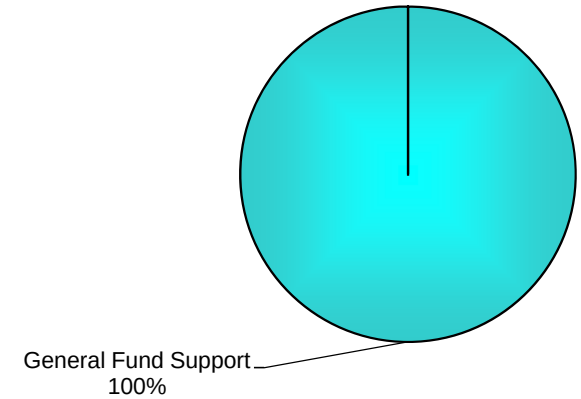
Function Statement: Fulfill the duties and responsibilities set forth in Arizona Revised Statutes. Fund and maintain public health and safety. Lay out, maintain, and manage roads and bridges within the County. Provide health care and legal services to the indigent population of the County. Supervise 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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Board of Supervisors	1,776,890	1,971,080	2,074,023
Total Expenditures	**1,776,890**	**1,971,080**	**2,074,023**
Funding by Source			
Revenues			
Board of Supervisors	752	-	-
Total Revenues	**752**	**-**	**-**
General Fund Support	1,776,138	1,971,080	2,074,023
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,776,890**	**1,971,080**	**2,074,023**
Staffing (FTEs) by Program			
Board Of Supervisors	23.4	23.7	23.3
Total Staffing (FTEs)	**23.4**	**23.7**	**23.3**

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)/JobPath
  - 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Adopted primary property tax levy	$284,023,289	$275,951,044	$277,155,468
County funding support for TREO/JobPath	$721,473	$781,473	$881,473
General Fund reserve as a percentage of General Fund revenues	8%	7%	5%
Meetings required by statute held on time	yes	yes	yes
Balanced budget adopted	yes	yes	yes
Neutral primary tax levy as defined by Truth in Taxation statute adopted	yes	yes	yes
County funding provided for graffiti abatement	yes	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,628,957	1,773,925	1,812,172
Operating Expenses	147,933	197,155	261,851
Total Program Expenditures	**1,776,890**	**1,971,080**	**2,074,023**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	752	-	-
Operating Revenue Sub-Total	**752**	**-**	**-**

Program Summary

Department: **Board of Supervisors**

Program: **Board of Supervisors**

General Fund Support	1,776,138	1,971,080	2,074,023
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,776,890**	**1,971,080**	**2,074,023**
Program Staffing FTEs	**23.4**	**23.7**	**23.3**

Clerk of the Board

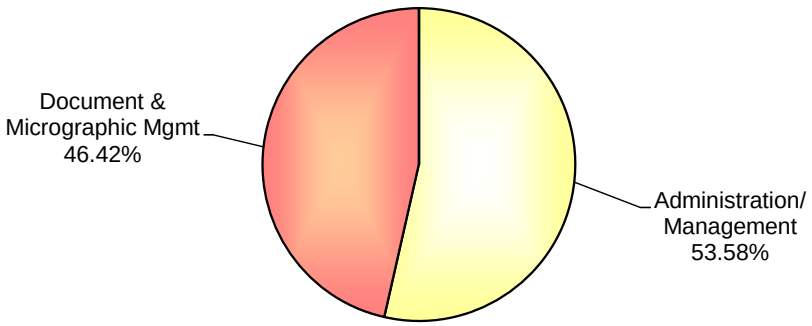
Expenditures: 1,314,636 **Revenues:** 2,100

FTEs 16.0

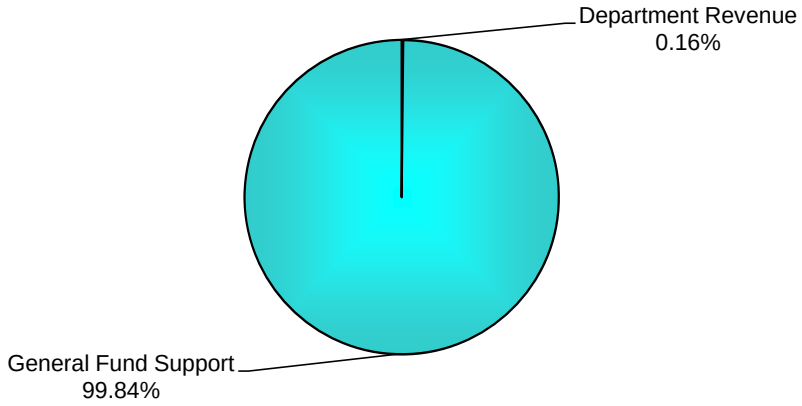
Function Statement: Record, publish, preserve, and file all proceedings and accounts acted upon by the Board of Supervisors (Board). Administer the County Records Management Program. Process, preserve, and file all petitions, various licenses, and applications. Publicize amendments and codify ordinances 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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Administration Management	590,292	707,173	704,378
Document and Micrographics Mgmt	560,786	564,538	610,258
Total Expenditures	**1,151,078**	**1,271,711**	**1,314,636**
Funding by Source			
Revenues			
Administration Management	3,753	2,100	2,100
Total Revenues	**3,753**	**2,100**	**2,100**
General Fund Support	1,147,325	1,269,611	1,312,536
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,151,078**	**1,271,711**	**1,314,636**
Staffing (FTEs) by Program			
Administration Management	7.0	7.0	7.0
Document and Micrographics Mgmt	9.0	9.0	9.0
Total Staffing (FTEs)	**16.0**	**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. Serve as the official filing office for all litigation and claims against Pima County. Process, preserve and file all petitions, various licenses, and applications. Publicize 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.

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. Process Board meeting paperwork for execution/recordation/distribution. Maintain permanent record for 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 boards, commissions, and committees. Maintain, e-post, and distribute Board policies. Perform all duties relating to special taxing districts, i.e. fire district creations/annexations and reporting requirements. Perform all other duties as required by law, rule or order of the Board.

Program Goals and Objectives

- Perform duties within statutorily mandated deadlines
- Provide efficient and accurate responses to inquiries by County departments and the general public
- Perform long term conversion of microfilmed records into searchable text files for migration to Countywide standard Document Management System (DMS)
- Create microfilm archive of special taxing districts permanent records

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Notices/agendas posted as statutorily required	100%	100%	100%
Minutes prepared for approval as statutorily required	100%	100%	100%
Microfilmed records converted to searchable text files and migrated to DMS	10%	50%	100%
Special taxing districts permanent retention paper records microfilmed	0%	50%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	493,682	509,979	499,488
Operating Expenses	96,610	197,194	204,890
Total Program Expenditures	**590,292**	**707,173**	**704,378**
Program Funding by Source			
Revenues			
Intergovernmental	3,475	2,000	2,000
Miscellaneous Revenue	8	-	-
Charges for Services	270	100	100
Operating Revenue Sub-Total	**3,753**	**2,100**	**2,100**

Program Summary

Department: **Clerk of the Board**

Program: **Administration Management**

General Fund Support	586,539	705,073	702,278
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**590,292**	**707,173**	**704,378**
Program Staffing FTEs	**7.0**	**7.0**	**7.0**

Program Summary

Department: **Clerk of the Board**

Program: **Document and Micrographics 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 paper records. Access, retrieve, and deliver records to departments upon request. Provide for and certify the destruction of confidential and non-confidential records. Create and maintain comprehensive Department Record Retention Schedules. Provide guidance on the requirements for document imaging implementation. Provide document capturing and microfilm scanning services to County departments and other jurisdictions. Create microfilm for permanent records. Provide web-based records management training and services. Provide secure vault storage for microfilmed records.

Program Goals and Objectives

- Reduce storage of long term paper records by preserving on microfilm and/or digital image
- Update Department Record Retention Schedules to incorporate new bucket record series from the State
  - Reduce/eliminate the need for custom approved Department Record Retention Schedules
- Create digital file to replace use of duplicate microfilm
  - Digitize microfilm images for Department use
- Prepare a comparison of system records inventory database to physical presence

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Reduction in paper records stored	3%	5%	6%
Transition Record Retention Schedules from Custom to Bucket	35%	70%	100%
Department digital images to replace microfilm	15%	23%	30%
Ten year physical space audit	0%	10%	75%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	478,064	485,343	513,936
Operating Expenses	67,942	79,195	96,322
Capital Equipment > $5,000	14,780	-	-
Total Program Expenditures	**560,786**	**564,538**	**610,258**
Program Funding by Source			
General Fund Support	560,786	564,538	610,258
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**560,786**	**564,538**	**610,258**
Program Staffing FTEs	**9.0**	**9.0**	**9.0**

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Communications Office

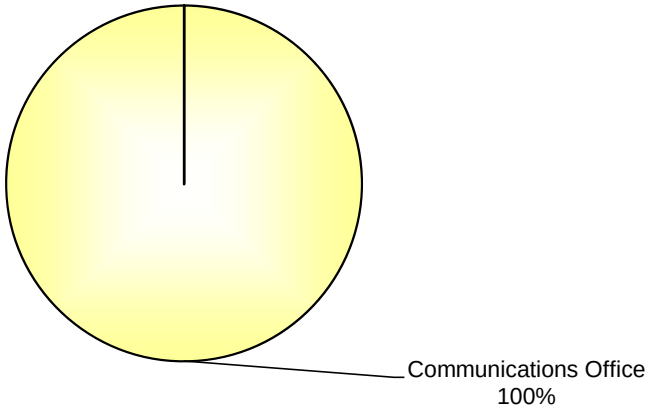
Expenditures: 903,625 **Revenues:** 76,586

FTEs 10.5

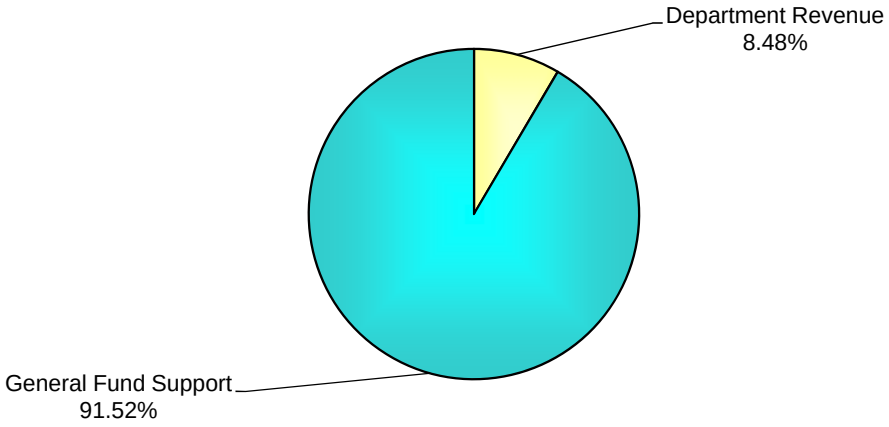
Function Statement: Effectively communicate the various programs and services available to the public. Work with the Information Technology Department to develop a new interactive County website. Provide graphic design services to all County departments.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Communications Office

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Communications Office	798,060	790,464	903,625
Total Expenditures	**798,060**	**790,464**	**903,625**
Funding by Source			
Revenues			
Communications Office	21,725	110,500	76,586
Total Revenues	**21,725**	**110,500**	**76,586**
General Fund Support	776,335	679,964	827,039
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**798,060**	**790,464**	**903,625**
Staffing (FTEs) by Program			
Communications Office	10.4	10.0	10.5
Total Staffing (FTEs)	**10.4**	**10.0**	**10.5**

Program Summary

Department: **Communications Office**

Program: **Communications Office**

Function

Provide information about County programs and activities to the general public, the media, and County employees in print and electronically via the Internet. Provide graphic design, photography and video services to other departments within County government.

Description of Services

Assist in the design and implementation of Pima County website; establish and manage content governance and social media policies for employee use of the Internet; prepare news releases and informational brochures on all facets of County government; design and distribute historical publications on Pima County topics; promote County enterprises such as capital improvement projects and events at Kino Sports Stadium; provide photography and video presentations for broadcast internally and externally; act as media consultant and intermediary for all departments.

Program Goals and Objectives

- Increase revenues and decrease expenses to minimize General Fund impact
  - Increase graphic designer billable hours
  - Reduce paper usage
  - Create a quality control process through information gained from Process Mapping exercises
- Enhance lines of communication between work force and management
  - Hold monthly departmental meetings to share information
  - Continue, through information gained form Process Mapping, to establish workflow procedures
- Increase customer service satisfaction
  - Track and reduce the number of customer complaints

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Customer Satisfaction	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	736,516	734,248	846,134
Operating Expenses	61,544	56,216	57,491
Total Program Expenditures	**798,060**	**790,464**	**903,625**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	-	500	500
Charges for Services	21,725	110,000	76,086
Operating Revenue Sub-Total	**21,725**	**110,500**	**76,586**
General Fund Support	776,335	679,964	827,039
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**798,060**	**790,464**	**903,625**
Program Staffing FTEs	**10.4**	**10.0**	**10.5**

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County Administrator

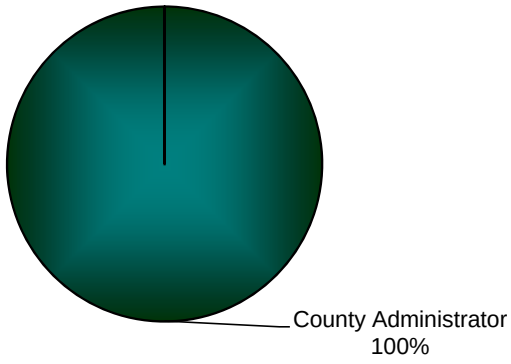
Expenditures: 1,539,893 **Revenues:** 0

FTEs 11.6

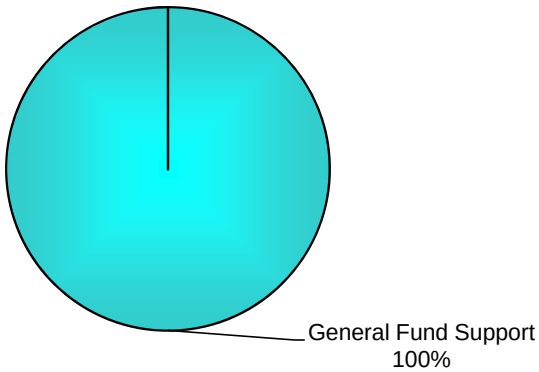
Function Statement: Carry out the policies and attain goals established by the Board of Supervisors. Provide information and technical assistance to the Board. Administer and oversee all non-elected official department operations. Provide management, coordination, and communication on all legislative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

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: County Administrator

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
County Administrator	1,331,563	1,430,082	1,539,893
Total Expenditures	**1,331,563**	**1,430,082**	**1,539,893**
Funding by Source			
Revenues			
County Administrator	(3,637)	-	-
Total Revenues	**(3,637)**	**-**	**-**
General Fund Support	1,330,954	1,430,082	1,539,893
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	4,246	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,331,563**	**1,430,082**	**1,539,893**
Staffing (FTEs) by Program			
County Administrator	11.8	11.2	11.6
Total Staffing (FTEs)	**11.8**	**11.2**	**11.6**

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

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Natural area acres acquired as part of the Conservation Acquisition Program	20	2,100	1,000
Board requests met	yes	yes	yes
Mandated reports completed	yes	yes	yes
Department budget requests reviewed	yes	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,182,472	1,165,513	1,287,879
Operating Expenses	149,091	264,569	252,014
Total Program Expenditures	**1,331,563**	**1,430,082**	**1,539,893**
Program Funding by Source			
Miscellaneous Revenue	6	-	-
Operating Revenue Sub-Total	**6**	**-**	**-**
Revenues			
Intergovernmental	(3,713)	-	-
Investment Earnings	70	-	-
Grant Revenue Sub-Total	**(3,643)**	**-**	**-**
General Fund Support	1,330,954	1,430,082	1,539,893
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	4,246	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,331,563**	**1,430,082**	**1,539,893**
Program Staffing FTEs	**11.8**	**11.2**	**11.6**

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Elections

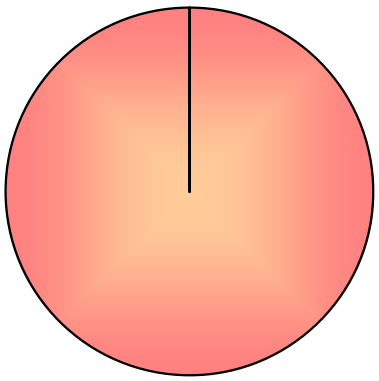
Expenditures: 4,305,621 **Revenues:** 328,000

FTEs 16.0

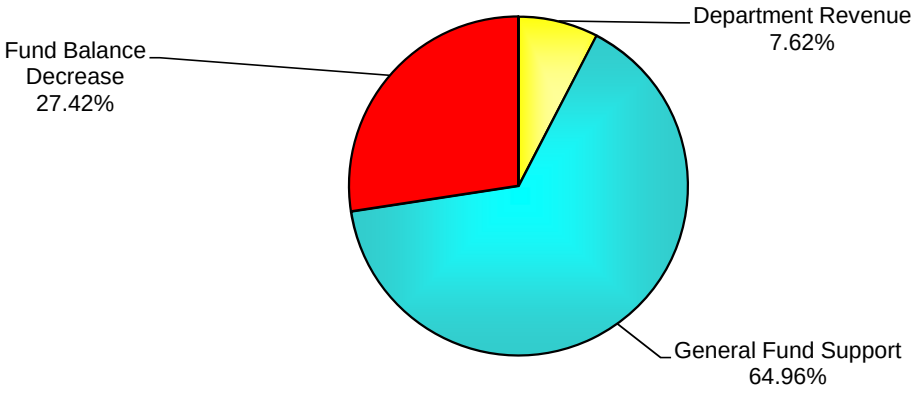
Function Statement: Conduct fair, honest, and efficient elections pursuant to all federal and state laws and regulations. Provide election support to all jurisdictions (cities, towns, school districts, fire districts, and any other special district within Pima County). Serve as the filing office for 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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Elections	3,606,412	6,206,723	4,305,621
Total Expenditures	**3,606,412**	**6,206,723**	**4,305,621**
Funding by Source			
Revenues			
Elections	1,595,033	2,105,291	328,000
Total Revenues	**1,595,033**	**2,105,291**	**328,000**
General Fund Support	3,191,880	4,093,503	2,797,120
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(1,180,501)	7,929	1,180,501
Other Funding Sources	-	-	-
Total Program Funding	**3,606,412**	**6,206,723**	**4,305,621**
Staffing (FTEs) by Program			
Elections	16.0	16.5	16.0
Total Staffing (FTEs)	**16.0**	**16.5**	**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 elections pursuant to all federal and state laws and regulations and 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 and 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
- Procure all polling places and recruit all poll workers in Pima County
- Provide information to candidates regarding the nomination process and campaign finance disclosure requirements
- Conduct training for poll workers and other Election Officials

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 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 Elections Integrity Committee held	yes	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	2,247,311	2,816,930	1,787,539
Operating Expenses	1,359,101	2,788,573	2,498,082
Capital Equipment > $5,000	-	601,220	20,000
Total Program Expenditures	**3,606,412**	**6,206,723**	**4,305,621**
Program Funding by Source			
Revenues			
Intergovernmental	309,195	942,000	325,000
Miscellaneous Revenue	20,135	-	100
Charges for Services	85,202	5,000	2,900
Operating Revenue Sub-Total	**414,532**	**947,000**	**328,000**

Program Summary

Department: **Elections**

Program: **Elections**

Revenues			
Intergovernmental	1,174,771	1,154,291	-
Investment Earnings	5,730	4,000	-
Grant Revenue Sub-Total	**1,180,501**	**1,158,291**	**-**
General Fund Support	3,191,880	4,093,503	2,797,120
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(1,180,501)	7,929	1,180,501
Other Funding Sources	-	-	-
Total Program Funding	**3,606,412**	**6,206,723**	**4,305,621**
Program Staffing FTEs	**16.0**	**16.5**	**16.0**

Facilities Management

Expenditures: 20,905,882 **Revenues:** 7,312,896

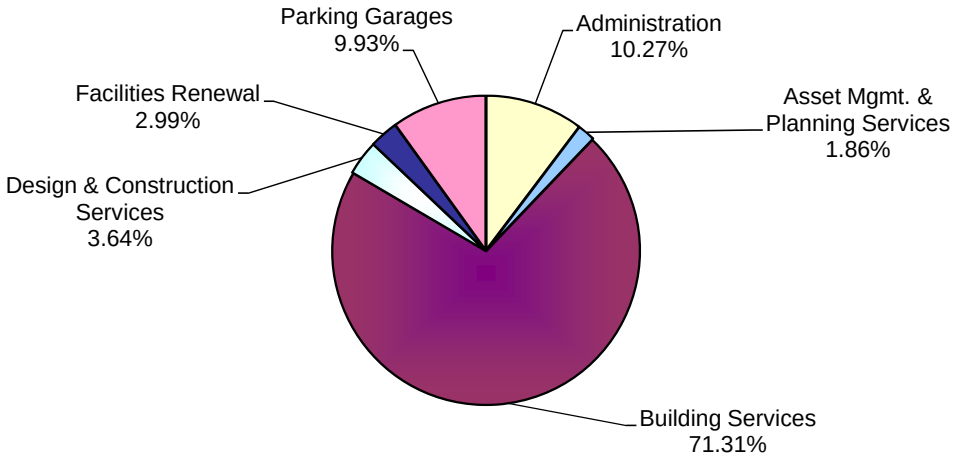
FTEs 170.0

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.

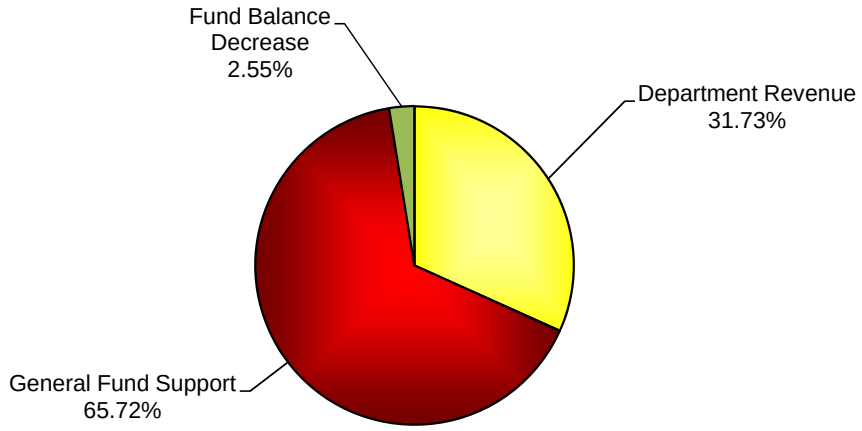
Mandates: Occupational Safety and Health Administration (OSHA) Standard 1910.1001: Toxic and Hazardous Substances; Standard 1926.1101: Toxic and Hazardous Substances; United States Code, Title 40, Part 763: Asbestos

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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Administration	1,773,099	1,908,629	2,147,881
Asset Mgmt & Planning Services	339,073	358,323	388,560
Building Services	12,445,840	14,006,303	14,907,416
Design & Construction Services	532,129	722,841	760,092
Facilities Renewal	486,311	520,000	625,000
Parking Garages	1,993,187	1,795,326	2,076,933
Total Expenditures	**17,569,639**	**19,311,422**	**20,905,882**
Funding by Source			
Revenues			
Administration	1,660,871	49,627	53,030
Building Services	4,577,158	2,801,939	3,003,769
Facilities Renewal	2,442,216	2,160,099	2,031,624
Parking Garages	2,278,540	2,274,387	2,224,473
Total Revenues	**10,958,785**	**7,286,052**	**7,312,896**
General Fund Support	10,599,767	13,153,057	14,010,675
Net Operating Transfers In/(Out)	(5,368,153)	(1,277,062)	(2,153,655)
Fund Balance Decrease/(Increase)	1,379,240	149,375	1,735,966
Other Funding Sources	-	-	-
Total Program Funding	**17,569,639**	**19,311,422**	**20,905,882**
Staffing (FTEs) by Program			
Administration	16.0	16.0	17.0
Asset Mgmt & Planning Services	5.0	5.0	5.0
Building Services	121.0	121.0	123.0
Design & Construction Services	23.0	23.0	21.0
Parking Garages	3.0	4.0	4.0
Total Staffing (FTEs)	**168.0**	**169.0**	**170.0**

Program Summary

Department: **Facilities Management**

Program: **Administration**

Function

Provide personnel, business services, and clerical support services with an emphasis on AMS Advantage document processing for Facilities Management. Provide an energy management program.

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 divisions to ensure efficiency and productivity
  - Complete all PAFs by deadline
  - Update employee records within 3 days of change
- Develop comprehensive energy management program and implement cost saving measures
  - Manage contracts with outside vendors/contractors
  - Educate Pima County departments about energy cost saving programs
- Provide financial and procurement support and reporting to other divisions
  - Process invoices within 2 days of receipt
  - Keep department asset inventory current
  - Process material and labor charges to other departments as appropriate

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
PAFs completed by deadline	100%	100%	100%
Employee records updated within 3 days of change	100%	100%	100%
Energy management program maintained	100%	100%	100%
Educational materials developed for meetings with Pima County departments	100%	100%	100%
Process invoices within 2 days of receipt	50%	60%	75%
Maintain asset inventory & process changes within 1 week	50%	65%	80%
Process labor & materials charges every 2 weeks	96%	98%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	970,699	1,041,141	1,140,098
Operating Expenses	802,400	867,488	1,007,783
Total Program Expenditures	**1,773,099**	**1,908,629**	**2,147,881**
Program Funding by Source			
Miscellaneous Revenue	52,578	49,627	53,030
Gain or Loss on Disposal of Assets	1,608,293	-	-
Operating Revenue Sub-Total	**1,660,871**	**49,627**	**53,030**
General Fund Support	1,196,061	1,859,002	2,094,851
Net Operating Transfers In/(Out)	(1,083,833)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,773,099**	**1,908,629**	**2,147,881**
Program Staffing FTEs	**16.0**	**16.0**	**17.0**

Program Summary

Department: **Facilities Management**

Program: **Asset Mgmt & Planning Services**

Function

Provide project planning and analysis for proposed building construction requests, both new and remodel, from various user groups. Provide space planning and move-related assessments.

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 and up-to-date information and planning for all buildings' square footages
  - 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
  - Prepare final reports to meet departmental budget submission requirements and the County's CIP requirements
- Provide information and negotiation services regarding leased properties
  - 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Project analyses completed within deadlines	92%	98%	100%
Space inventory completed by fiscal year 1st quarter	90%	95%	95%
Legal instruments prepared by established deadlines	90%	95%	100%
Leases renewed prior to expiration dates	97%	100%	100%
Space planning evaluations completed within two weeks of requests	95%	95%	100%
Leases negotiated by deadlines set by management	90%	95%	100%
Bond Program requirements met	yes	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	324,532	343,288	370,156
Operating Expenses	14,541	15,035	18,404
Total Program Expenditures	**339,073**	**358,323**	**388,560**

Program Summary

Department: **Facilities Management**

Program: **Asset Mgmt & Planning Services**

Program Funding by Source			
General Fund Support	339,073	358,323	388,560
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**339,073**	**358,323**	**388,560**
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.

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 of request
- 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Procurement initiated within 48 hours of request	95%	95%	100%
Parts/materials installed within 48 hours of request	95%	95%	100%
Service requests responded to within 48 hours	96%	95%	100%
Personnel originally scheduled for PM work continuing to do PM	99%	100%	100%
Number of second service requests reduced	90%	95%	95%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	4,996,581	5,489,018	6,112,372
Operating Expenses	7,365,299	8,517,285	8,677,044
Capital Equipment > $5,000	83,960	-	118,000
Total Program Expenditures	**12,445,840**	**14,006,303**	**14,907,416**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	2,626,003	2,476,939	3,003,769
Operating Revenue Sub-Total	**2,626,003**	**2,476,939**	**3,003,769**
Revenues			
Intergovernmental	1,951,155	325,000	-
Grant Revenue Sub-Total	**1,951,155**	**325,000**	**-**

Program Summary

Department: **Facilities Management**

Program: **Building Services**

General Fund Support	8,532,504	10,212,891	10,767,172
Net Operating Transfers In/(Out)	(718,239)	542,278	1,136,475
Fund Balance Decrease/(Increase)	54,417	449,195	-
Other Funding Sources	-	-	-
Total Program Funding	**12,445,840**	**14,006,303**	**14,907,416**
Program Staffing FTEs	**121.0**	**121.0**	**123.0**

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 including capital, non-capital, and CIP projects.

Program Goals and Objectives

- Provide a wide array of professional design services by 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% approved project completion schedules

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Client interviews scheduled within seven days of receipt of request	92%	95%	100%
SOQ submittals evaluated within seven days of receipt	95%	95%	100%
Percent of interior design projects provided within agreed upon completion schedule	90%	95%	100%
Percent of building design projects/contract documents provided within agreed schedule	90%	92%	100%
Percent of moving projects provided within agreed schedule	98%	98%	100%
Percent of projects completed within approved budget	90%	95%	100%
Percent of projects completed within 110% of agreed completion schedule	90%	95%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	367,535	616,711	572,328
Operating Expenses	164,594	106,130	172,764
Capital Equipment > $5,000	-	-	15,000
Total Program Expenditures	**532,129**	**722,841**	**760,092**
Program Funding by Source			
General Fund Support	532,129	722,841	760,092
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**532,129**	**722,841**	**760,092**
Program Staffing FTEs	**23.0**	**23.0**	**21.0**

Program Summary

Department: **Facilities Management**

Program: **Facilities Renewal**

Function

Provide for the maintenance of the County's service delivery infrastructure and address neglected service needs.

Description of Services

Provide funds and a comprehensive review, analysis, justification, and approval process to provide continuing reinvestment in maintenance and repair of County facilities.

Program Goals and Objectives

- Identify and fund critical facilities maintenance and repair projects
  - Revise project plans annually
  - Complete repairs/improvement projects identified in annual plan

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Facilities repair/improvement projects completed	11	12	10
Facilities renewal approval plan completed	yes	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	46,589	-	-
Operating Expenses	439,722	520,000	625,000
Total Program Expenditures	**486,311**	**520,000**	**625,000**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	2,431,203	2,146,749	2,023,628
Investment Earnings	11,013	13,350	7,996
Other Special Revenue Total	**2,442,216**	**2,160,099**	**2,031,624**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(3,563,213)	(1,816,473)	(2,286,475)
Fund Balance Decrease/(Increase)	1,607,308	176,374	879,851
Other Funding Sources	-	-	-
Total Program Funding	**486,311**	**520,000**	**625,000**

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 nine County facilities in compliance with Administrative Procedure 51-2. Provide timely information to Finance in order to process billing. Adhere to financial accounting and tracking standards and produce revenue for Pima County.

Program Goals and Objectives

- Manage and maintain parking facilities and associated records
  - Update parking facilities replacement schedule
  - Maintain comprehensive parking records
  - Reconcile daily cash revenues and deposit with Treasurer's office

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Replacement schedule updated	95%	98%	100%
Comprehensive parking records kept	98%	98%	100%
Daily cash reconciled and deposited with Treasurer's office	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	331,276	341,437	421,323
Operating Expenses	1,443,737	1,236,496	1,389,369
Capital Equipment > $5,000	-	-	43,606
Depreciation	218,174	217,393	222,635
Total Program Expenditures	**1,993,187**	**1,795,326**	**2,076,933**
Program Funding by Source			
Miscellaneous Revenue	2,001,121	1,991,487	1,949,097
Investment Earnings	19,255	14,400	26,796
Charges for Services	258,164	268,500	248,580
Other Revenue Total	**2,278,540**	**2,274,387**	**2,224,473**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(2,868)	(2,867)	(1,003,655)
Fund Balance Decrease/(Increase)	(282,485)	(476,194)	856,115
Other Funding Sources	-	-	-
Total Program Funding	**1,993,187**	**1,795,326**	**2,076,933**
Program Staffing FTEs	**3.0**	**4.0**	**4.0**

Finance & Risk Management

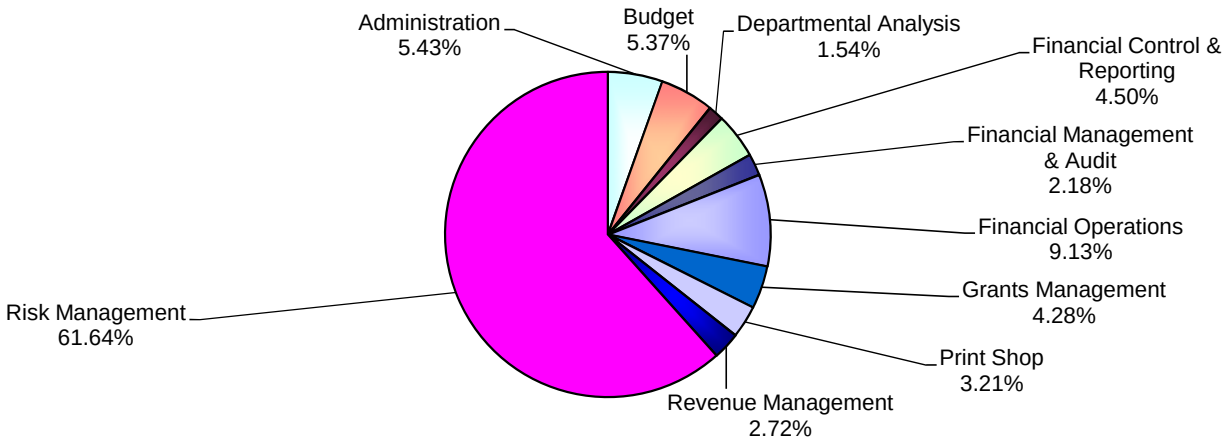
Expenditures: 27,875,232 **Revenues:** 17,768,305

FTEs 232.1

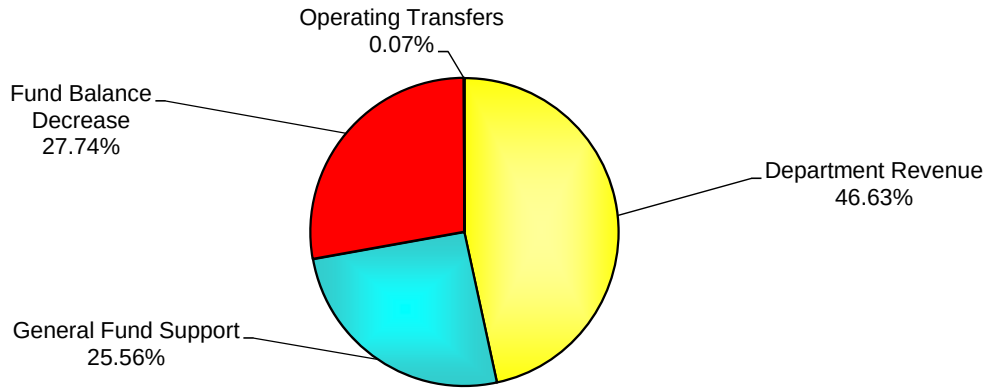
Function Statement: Provide centralized financial and risk management services for the County including administration, bond financing, budget development and monitoring, tax levy and rate compilation, tax assembly coordination, financial statement preparation, financial systems control, accounts payable 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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Administration	1,082,048	1,654,582	1,512,391
Budget	1,269,294	1,517,493	1,498,088
Departmental Analysis	119,689	350,091	428,473
Financial Control & Reporting	1,109,033	1,271,789	1,253,264
Financial Management & Audit	430,286	643,387	607,388
Financial Operations	2,190,902	2,311,053	2,543,789
Financial Services - PHS	(493,540)	-	-
Grants Management	761,552	944,209	1,194,155
Print Shop	825,594	862,671	895,258
Revenue Management	638,663	653,264	756,858
Risk Management	9,960,733	16,830,928	17,185,568
Total Expenditures	**17,894,254**	**27,039,467**	**27,875,232**
Funding by Source			
Revenues			
Administration	2,157	-	-
Financial Operations	25,745	25,000	25,000
Financial Services - PHS	2,640	-	-
Grants Management	(891)	-	-
Print Shop	923,466	874,400	900,400
Revenue Management	2,753	-	-
Risk Management	20,347,312	16,624,012	16,842,905
Total Revenues	**21,303,182**	**17,523,412**	**17,768,305**
General Fund Support	7,321,214	9,267,593	9,742,481
Net Operating Transfers In/(Out)	(331,746)	(181,518)	(10,204,612)
Fund Balance Decrease/(Increase)	(10,398,396)	429,980	10,569,058
Other Funding Sources	-	-	-
Total Program Funding	**17,894,254**	**27,039,467**	**27,875,232**
Staffing (FTEs) by Program			
Administration	14.0	20.0	20.0
Budget	13.5	14.5	14.5
Departmental Analysis	24.0	29.0	28.0
Financial Control & Reporting	19.9	20.9	20.9
Financial Management & Audit	15.1	18.1	17.0
Financial Operations	33.0	37.5	39.0
Financial Services - PHS*	32.0	-	-
Grants Management	23.6	28.5	30.0
Print Shop	10.6	9.0	9.0
Revenue Management	24.0	24.5	24.5
Risk Management	24.5	29.2	29.2
Total Staffing (FTEs)	**234.2**	**231.2**	**232.1**

* Pima Health System (PHS) ceased operations September 30, 2011. During fiscal year 2011/2012 personnel costs for these FTEs were fully transferred out.

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	**FY 2011/2012 Actual**	**FY 2012/2013 Estimated**	**FY 2013/2014 Planned**
Special reports/analyses/investigations completed	3	3	3
Debt packages prepared	2	2	4
Financial information and reports available on Internet	100%	100%	100%
Critical procedures available on Internet	100%	100%	100%
Budgeted timelines for installation of Countywide system met	100%	100%	100%
Average Fitch Pima County Bond Rating of AA	yes	yes	yes

	FY 2011/2012 Actual	**FY 2012/2013 Adopted**	**FY 2013/2014 Adopted**
Program Expenditures by Object			
Personnel Services	905,251	1,434,033	1,340,030
Operating Expenses	170,802	220,549	172,361
Capital Equipment > $5,000	5,995	-	-
Total Program Expenditures	**1,082,048**	**1,654,582**	**1,512,391**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	2,157	-	-
Operating Revenue Sub-Total	**2,157**	**-**	**-**

Program Summary

Department: **Finance & Risk Management**

Program: **Administration**

General Fund Support	1,268,165	1,654,582	1,512,391
Net Operating Transfers In/(Out)	(188,274)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,082,048**	**1,654,582**	**1,512,391**
Program Staffing FTEs	**14.0**	**20.0**	**20.0**

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 satisfy/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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
GFOA review criteria rating of satisfy/proficient/outstanding received in 93 criteria	93	93	93
Days tax statements mailed prior to taxes due	17	17	17
Taxpayer complaints received re: telephone hotline	0	0	0
Budget schedules/books produced by due dates	yes	yes	yes
GFOA Budget Presentation Award received	yes	yes	yes
Tax rates/levies compiled by due date	yes	yes	yes
FYE projection vs CAFR actual (General Fund) <1.0%	yes	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	945,631	1,136,413	1,117,740
Operating Expenses	323,663	381,080	380,348
Total Program Expenditures	**1,269,294**	**1,517,493**	**1,498,088**
Program Funding by Source			
General Fund Support	1,299,731	1,517,493	1,498,088
Net Operating Transfers In/(Out)	(30,437)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,269,294**	**1,517,493**	**1,498,088**
Program Staffing FTEs	**13.5**	**14.5**	**14.5**

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 account 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 request by due date
  - Submit monthly projections by due date
  - Complete department planning and control reports on time

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Special projects completed	12	10	10
Percentage of annual budget requests submitted by due date	100%	100%	100%
Percentage of monthly projections submitted by due date	100%	100%	100%
Percentage of department planning and control reports completed on time	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	85,703	339,819	413,301
Operating Expenses	33,986	10,272	15,172
Total Program Expenditures	**119,689**	**350,091**	**428,473**
Program Funding by Source			
General Fund Support	125,773	350,091	428,473
Net Operating Transfers In/(Out)	(6,084)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**119,689**	**350,091**	**428,473**
Program Staffing FTEs	**24.0**	**29.0**	**28.0**

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, Health Benefits Trust 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, Risk Management, and Health Benefits Trust 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Quarterly financial statements issued for Wastewater Reclamation, Development Services, and Risk Management	100%	100%	100%
GFOA financial reporting award received	yes	yes	yes
Wastewater Reclamation, Development Services, Stadium District, and Risk Management audits completed by 10/31			
County financial statements in compliance with GAAP	yes	yes	yes
Indirect cost allocations issued	yes	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,058,761	1,217,999	1,207,907
Operating Expenses	50,272	53,790	45,357
Total Program Expenditures	**1,109,033**	**1,271,789**	**1,253,264**
Program Funding by Source			
General Fund Support	1,113,196	1,271,789	1,253,264
Net Operating Transfers In/(Out)	(4,163)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,109,033**	**1,271,789**	**1,253,264**
Program Staffing FTEs	**19.9**	**20.9**	**20.9**

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Departmental cash flow analyses prepared	19	17	17
High risk audits completed	5	5	5
Annual Bond Update Reports prepared	2	2	2

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	408,028	619,208	558,965
Operating Expenses	22,258	24,179	48,423
Total Program Expenditures	**430,286**	**643,387**	**607,388**
Program Funding by Source			
General Fund Support	447,753	643,387	607,388
Net Operating Transfers In/(Out)	(17,467)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**430,286**	**643,387**	**607,388**
Program Staffing FTEs	**15.1**	**18.1**	**17.0**

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,975,623	2,108,883	2,326,695
Operating Expenses	215,279	202,170	217,094
Total Program Expenditures	**2,190,902**	**2,311,053**	**2,543,789**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	25,745	25,000	25,000
Operating Revenue Sub-Total	**25,745**	**25,000**	**25,000**
General Fund Support	2,225,326	2,286,053	2,518,789
Net Operating Transfers In/(Out)	(60,169)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,190,902**	**2,311,053**	**2,543,789**
Program Staffing FTEs	**33.0**	**37.5**	**39.0**

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 occupied Finance Department positions. Their costs were transferred to PHS through September 30, 2011, when Pima County's contract with the State ended. Beginning October 1, 2011, costs for AHCCCS closure activities were transferred to the PHS Transition special revenue fund.)

Program Goals and Objectives

- Close out PHS business

Program Performance Measures	**FY 2011/2012 Actual**	**FY 2012/2013 Estimated**	**FY 2013/2014 Planned**
PHS business closed out	yes	n/a	n/a

	FY 2011/2012 Actual	**FY 2012/2013 Adopted**	**FY 2013/2014 Adopted**
Program Expenditures by Object			
Personnel Services	(497,656)	-	-
Operating Expenses	4,116	-	-
Total Program Expenditures	**(493,540)**	**-**	**-**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	2,702	-	-
Charges for Services	(62)	-	-
Operating Revenue Sub-Total	**2,640**	**-**	**-**
General Fund Support	(496,180)	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**(493,540)**	**-**	**-**
Program Staffing FTEs	**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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Grant reimbursement requests submitted on time	100%	100%	100%
Sub-recipient monitoring fulfilled	yes	yes	yes
SEFA deadline met	yes	yes	yes
Single audit free of findings	yes	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	695,660	910,069	1,153,716
Operating Expenses	65,892	34,140	40,439
Total Program Expenditures	**761,552**	**944,209**	**1,194,155**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	23	-	-
Operating Revenue Sub-Total	**23**	**-**	**-**
Revenues			
Investment Earnings	(914)	-	-
Grant Revenue Sub-Total	**(914)**	**-**	**-**
General Fund Support	747,831	944,209	1,194,155
Net Operating Transfers In/(Out)	(3,863)	-	-
Fund Balance Decrease/(Increase)	18,475	-	-
Other Funding Sources	-	-	-
Total Program Funding	**761,552**	**944,209**	**1,194,155**
Program Staffing FTEs	**23.6**	**28.5**	**30.0**

Program Summary

Department: **Finance & Risk Management**

Program: **Print Shop**

Function

Provide high-speed digital black and white, color printing/copying including file manipulation; offset printing; finishing and bindery services. Provide color and black & white large-format scanning/printing, and provide bindery services.

Description of Services

Provide high-speed digital black & white, color printing/copying including file manipulation and offset press printing. Provide finishing and bindery services including collating, folding, comb, velo, coil, tape, steel edge binding, drilling, punching, and numbering services. Provide typesetting, digital color, black & white scanning, file manipulation, large format scan/copy/print, and drymounting onto foam core. Provide pick-up and delivery service to all downtown County departments.

Program Goals and Objectives

- Increase revenues
  - Begin charging departments for print jobs created through the move of Information Technology Department printer
  - Automate envelope stuffing = higher volume lower cost with the equipment purchase
- Develop tracking form to identify and address quality issues
  - Track any job re-runs to find issues in production
  - Use data to improve production standards and procedures
- Maintain on time deliveries
  - Deliver 100% of jobs on time

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Quality issues identified and addressed in production	n/a	50%	75%
On time deliveries	99%	100%	100%
Revenues increased	no	no	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	476,721	491,617	480,718
Operating Expenses	335,895	358,680	386,307
Capital Equipment > $5,000	60,787	-	-
Contra Assets	(60,787)	-	-
Depreciation	12,978	12,374	28,233
Total Program Expenditures	**825,594**	**862,671**	**895,258**
Program Funding by Source			
Investment Earnings	747	1,400	400
Charges for Services	922,719	873,000	900,000
Other Revenue Total	**923,466**	**874,400**	**900,400**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(2,184)	(2,449)	(2,242)
Fund Balance Decrease/(Increase)	(95,688)	(9,280)	(2,900)
Other Funding Sources	-	-	-
Total Program Funding	**825,594**	**862,671**	**895,258**
Program Staffing FTEs	**10.6**	**9.0**	**9.0**

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Average number of days to credit revenue to appropriate department	2	1	1
Collections increase	2%	2%	2%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	621,221	600,915	717,968
Operating Expenses	17,442	52,349	38,890
Total Program Expenditures	**638,663**	**653,264**	**756,858**
Program Funding by Source			
Revenues			
Intergovernmental	52	-	-
Miscellaneous Revenue	2,696	-	-
Operating Revenue Sub-Total	**2,748**	**-**	**-**
Investment Earnings	5	-	-
Other Special Revenue Total	**5**	**-**	**-**
General Fund Support	589,619	599,989	729,933
Net Operating Transfers In/(Out)	48,265	-	26,925
Fund Balance Decrease/(Increase)	(1,974)	53,275	-
Other Funding Sources	-	-	-
Total Program Funding	**638,663**	**653,264**	**756,858**
Program Staffing FTEs	**24.0**	**24.5**	**24.5**

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 including insurance procurement, trust fund management, risk analysis, safety and loss prevention consultations, inspections, and training. Manage Worker 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 employment insurance. (Pima County Code 3.04, Resolution 1987-175, Resolution 1990-110)

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 cost to County departments using appropriate methodology. Represent the County for reimbursement from insurance carriers. Provide safety, loss prevention, and industrial hygiene regulatory administration, training, inspection, and consulting. Conduct safety investigations and analysis. Identify safety improvements for regulatory compliance and employee/citizen safety. Provide technical support on environmental issues. Manage liability and workers' compensation programs including adjust, defend, and fund liability and workers' compensation claims. Return injured employees to work as early and safely as possible. Administer the Return to Work and Job Retraining and Placement Programs.

Program Goals and Objectives

- Procure insurance in a timely manner
  - Maintain a balance between cost and coverage
- Provide safety services to departments
  - Support departmental safety and loss prevention
- Manage program and related funds
  - Maintain minimum disruption to the County's overall budget
- Investigate liability claims in a timely manner
  - Adjust and pay claims using industry's best practices
- Investigate workers' compensation claims in a timely manner
  - Begin lost time investigations within 3 days of notice
- Ensure workers' compensation claims are accepted or denied in a timely manner
  - Comply with appropriate laws, rules, and policies

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Safety investigations and audits conducted for County departments	20	20	20
Liability claim forms sent within 3 business days of request	95%	100%	100%
Workers' Compensation lost time investigations begun within 3 days of notice	95%	100%	100%
Workers' Compensation claims accepted or denied within the statutory period	100%	100%	100%
Insurance procured before renewal date	yes	yes	yes
Statement of Values updated annually	yes	yes	yes

Program Summary

Department: **Finance & Risk Management**

Program: **Risk Management**

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	2,108,101	2,652,665	2,693,158
Operating Expenses	7,668,539	14,142,264	14,490,348
Capital Equipment > $5,000	-	13,750	-
Contra Assets	157,833	-	-
Depreciation	26,260	22,249	2,062
Total Program Expenditures	**9,960,733**	**16,830,928**	**17,185,568**
Program Funding by Source			
Miscellaneous Revenue	202,423	17,400	192,880
Investment Earnings	962,531	521,602	857,927
Charges for Services	19,182,358	16,085,010	15,792,098
Operating Revenue Sub-Total	**20,347,312**	**16,624,012**	**16,842,905**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(67,370)	(179,069)	(10,229,295)
Fund Balance Decrease/(Increase)	(10,319,209)	385,985	10,571,958
Other Funding Sources	-	-	-
Total Program Funding	**9,960,733**	**16,830,928**	**17,185,568**
Program Staffing FTEs	**24.5**	**29.2**	**29.2**

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Fleet Services

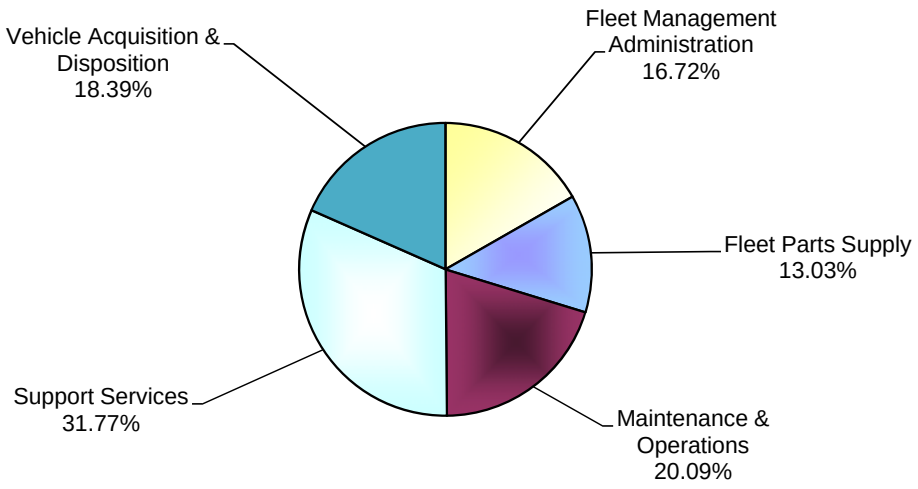
Expenditures: 21,212,768 **Revenues:** 24,827,952

FTEs 55.0

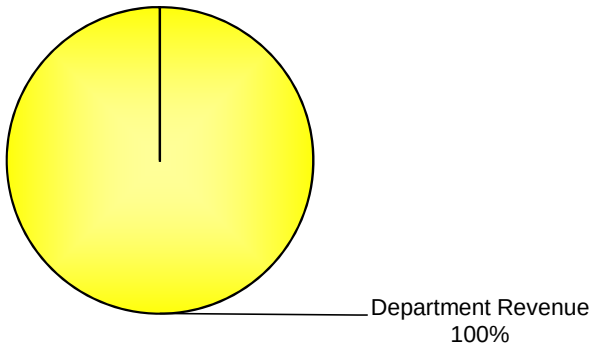
Function Statement: Purchase, maintain, and dispose of cars and light trucks, heavy trucks, and off-road heavy equipment. Provide fuel for all County vehicles and equipment from nine fueling sites located throughout the County and from mobile fuel trucks for off-road equipment. Maintain complete inventory and cost accounting records for all vehicles, equipment, fuel, and parts.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Fleet Services

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Fleet Management Administration	(3,575,993)	6,318,989	3,547,402
Fleet Parts Supply	2,528,182	2,507,665	2,763,443
Maintenance & Operations	4,127,760	3,646,803	4,262,191
Support Services	6,354,807	6,465,486	6,738,959
Vehicle Acquisition & Disposition	7,458,296	-	3,900,773
Total Expenditures	**16,893,052**	**18,938,943**	**21,212,768**
Funding by Source			
Revenues			
Fleet Management Administration	13,195,799	15,815,860	20,249,093
Fleet Parts Supply	14,842	6,000	2,500
Maintenance & Operations	3,574,661	2,514,341	3,175,100
Support Services	1,621,683	1,233,799	1,401,259
Vehicle Acquisition & Disposition	(326,309)	-	-
Total Revenues	**18,080,676**	**19,570,000**	**24,827,952**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(10,927)	(31,853)	(968,790)
Fund Balance Decrease/(Increase)	(1,176,697)	(599,204)	(2,646,394)
Other Funding Sources	-	-	-
Total Program Funding	**16,893,052**	**18,938,943**	**21,212,768**
Staffing (FTEs) by Program			
Fleet Management Administration	11.0	11.0	12.0
Fleet Parts Supply	4.0	4.0	4.0
Maintenance & Operations	38.0	38.0	37.0
Support Services	2.0	2.0	2.0
Total Staffing (FTEs)	**55.0**	**55.0**	**55.0**

Program Summary

Department: **Fleet Services**

Program: **Fleet Management Administration**

Function

Provide management and direction to all Fleet Services divisions to ensure Fleet Services strategic goals are met. Provide administrative direction and resources to all Fleet Services divisions in support of Fleet Service's mission for a customer focused, centralized fleet service dedicated to providing efficient and effective fleet management to Pima County through quality, pride and teamwork.

Description of Services

Direct, plan, control, and staff all Fleet Services Divisions. Responsible for operational budget, financial forecasts, fleet utilization, mileage rate analysis, contract and IGA execution, fuel management, Motor Pool management, procurement, accounts receivable and accounts payable, and Arizona Motor Vehicle Division license and title requests. (Note: In the FY2012/2013 Adopted Budget all depreciation for Fleet Services was included in this program.)

Program Goals and Objectives

- Annual analysis of fleet mileage rate structure with projected costs for the budget year based on current cost data
- Continuous monitoring of total annual miles driven by Pima County to be used for analysis of driving behavior trends, utilization and revenue impact
- Review, refine, and document key business processes
- Annual review of quantity and type of alternative fuel vehicles in County fleet in effort to improve fuel efficiencies

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Actual fleet cost per mile	$2	$2	$2
County miles driven	15,856,919	17,529,512	18,770,899
Business processes reviewed or created	9	12	4
Quantity of alternative fuel vehicles in County fleet	485	616	677

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,062,943	1,163,217	1,195,510
Operating Expenses	577,518	1,969,644	2,335,907
Capital Equipment > $5,000	-	-	5,500
Contra Assets	(5,225,951)	-	(5,500)
Depreciation	9,497	3,186,128	15,985
Total Program Expenditures	**(3,575,993)**	**6,318,989**	**3,547,402**
Program Funding by Source			
Revenues			
Gain or Loss on Disposal of Assets	331,439	115,000	150,000
Miscellaneous Revenue	113,325	348,000	152,000
Investment Earnings	278,789	125,000	164,000
Charges for Services	12,472,246	15,227,860	19,783,093
Other Revenue Total	**13,195,799**	**15,815,860**	**20,249,093**

Program Summary

Department: **Fleet Services**

Program: **Fleet Management Administration**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(24,824)	(31,853)	(968,790)
Fund Balance Decrease/(Increase)	(16,746,968)	(9,465,018)	(15,732,901)
Other Funding Sources	-	-	-
Total Program Funding	**(3,575,993)**	**6,318,989**	**3,547,402**
Program Staffing FTEs	**11.0**	**11.0**	**12.0**

Program Summary

Department: **Fleet Services**

Program: **Fleet Parts Supply**

Function

Purchase and maintain inventory stock of parts and accessories needed for preventive maintenance, routine servicing, repairs, and special build outs of County vehicles and equipment.

Description of Services

Purchase parts and accessories required to maintain and repair all County motor vehicles and equipment. Maintain an adequate and up to date inventory stock of parts and accessories to meet the servicing and maintenance needs of the County vehicle fleet. Perform periodic aging analyses of the inventory stock to identify and remove obsolete items.

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Parts inventory turnover per year	4	4	4

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	166,136	181,045	191,543
Operating Expenses	2,362,046	2,326,620	2,571,900
Total Program Expenditures	**2,528,182**	**2,507,665**	**2,763,443**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	14,842	6,000	2,500
Other Revenue Total	**14,842**	**6,000**	**2,500**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	2,513,340	2,501,665	2,760,943
Other Funding Sources	-	-	-
Total Program Funding	**2,528,182**	**2,507,665**	**2,763,443**
Program Staffing FTEs	**4.0**	**4.0**	**4.0**

Program Summary

Department: **Fleet Services**

Program: **Maintenance & Operations**

Function

Provide preventive maintenance and repairs to Pima County's vehicle fleet. Provide resources to complete vehicle special builds per department requests.

Description of Services

Perform preventive maintenance and repairs as needed on cars, light trucks, medium trucks, heavy trucks, off-road vehicles, and specialized equipment in order to reduce unscheduled repairs. Provide all resources necessary to accomplish repairs including direct labor and outside services. Provide resources as needed for vehicle special builds.

Program Goals and Objectives

- Achieve at least 75% minimum utilization of mechanic direct labor
- Achieve 100% preventive maintenance compliance rate
- Increase quantity of mechanics obtaining ASE certifications

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Quantity of mechanics with ASE certification	18	21	23
Mechanic direct labor utilization rate	75%	85%	85%
Preventive maintenance compliance rate	90%	99%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,874,940	2,169,422	2,174,076
Operating Expenses	1,342,287	1,477,381	1,439,206
Capital Equipment > $5,000	393,129	181,700	174,045
Contra Assets	-	(181,700)	(174,045)
Depreciation	517,404	-	648,909
Total Program Expenditures	**4,127,760**	**3,646,803**	**4,262,191**
Program Funding by Source			
Revenues			
Gain or Loss on Disposal of Assets	(2,463)	-	-
Miscellaneous Revenue	3,851	1,000	100
Capital Contributions	354	-	-
Charges for Services	3,572,919	2,513,341	3,175,000
Other Revenue Total	**3,574,661**	**2,514,341**	**3,175,100**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	553,099	1,132,462	1,087,091
Other Funding Sources	-	-	-
Total Program Funding	**4,127,760**	**3,646,803**	**4,262,191**
Program Staffing FTEs	**38.0**	**38.0**	**37.0**

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 fuel supply is available at all nine County filling stations 24 hours per day, 7 days per week
- 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 internal customers with a wide range of motor pool vehicles while monitoring utilization efficiency

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Continuous monitoring of utilization at all Motor Pool sites to achieve a goal of 60% minimum utilization	50%	60%	75%
Fuel stations operational 24 hours per day, 7 days per week (excluding station downtime for upgrades)	yes	yes	yes
Fuel costs monitored and tracked with Oil Price Information Service (OPIS) costs	yes	yes	yes
Fuel station monitoring and reporting in compliance with Arizona Department of Environmental Quality and other environmental statutes	yes	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	114,694	118,986	123,838
Operating Expenses	6,240,113	6,346,500	6,615,121
Total Program Expenditures	**6,354,807**	**6,465,486**	**6,738,959**
Program Funding by Source			
Revenues			
Intergovernmental	1,361,888	975,000	1,125,000
Miscellaneous Revenue	329	-	100
Charges for Services	259,466	258,799	276,159
Other Revenue Total	**1,621,683**	**1,233,799**	**1,401,259**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	4,733,124	5,231,687	5,337,700
Other Funding Sources	-	-	-
Total Program Funding	**6,354,807**	**6,465,486**	**6,738,959**
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. Sell vehicles through auction at the end of their useful life.

Program Goals and Objectives

- Average no more than 180 days from time vehicle order placed until the equipment is received (excluding law enforcement vehicles)
- All vehicles placed in service within 30 days of receiving 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 auction posting

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
All vehicles received within 180 days from order date	100%	100%	100%
All vehicles placed in service within 30 days	100%	100%	100%
All vehicles meeting auction posting deadline	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Operating Expenses	393	-	-
Capital Equipment > $5,000	4,832,821	4,060,000	6,665,900
Contra Assets	-	(4,060,000)	(6,665,900)
Depreciation	2,625,082	-	3,900,773
Total Program Expenditures	**7,458,296**	**-**	**3,900,773**
Program Funding by Source			
Revenues			
Gain or Loss on Disposal of Assets	(326,309)	-	-
Other Revenue Total	**(326,309)**	**-**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	13,897	-	-
Fund Balance Decrease/(Increase)	7,770,708	-	3,900,773
Other Funding Sources	-	-	-
Total Program Funding	**7,458,296**	**-**	**3,900,773**

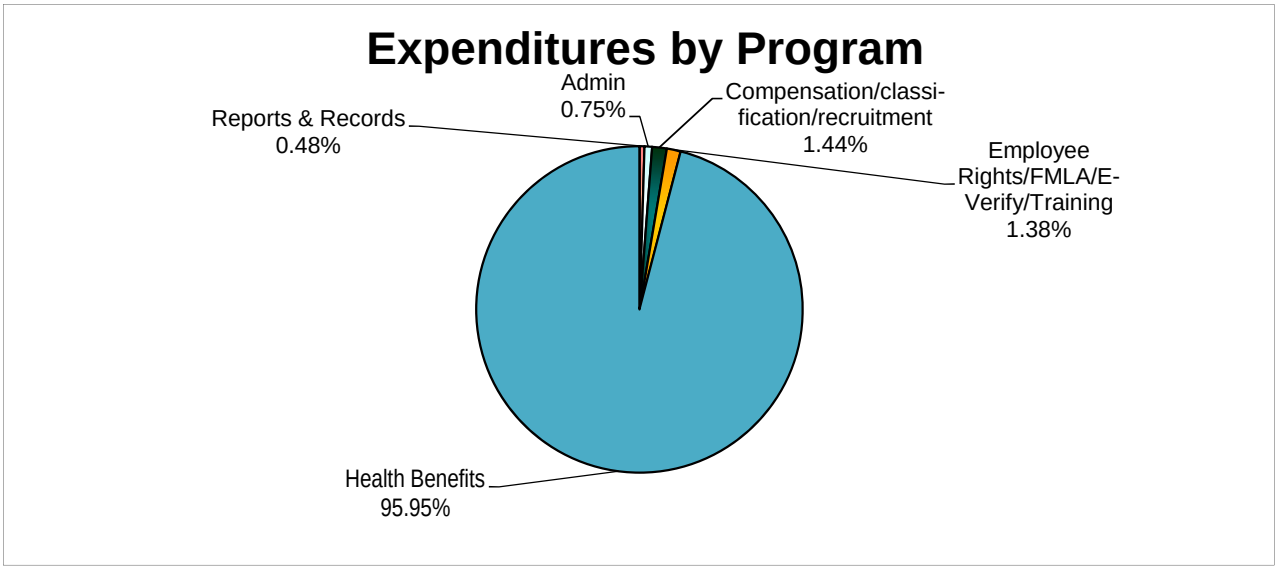
Human Resources

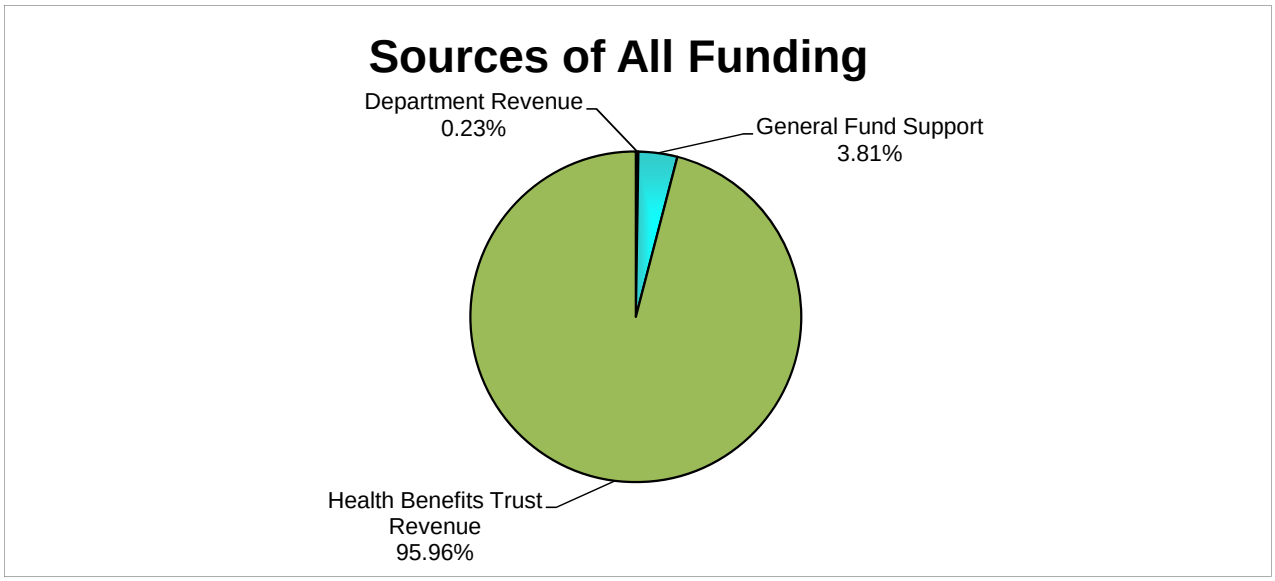
Expenditures: 64,410,045 **Revenues:** 64,489,028

FTEs 55.0

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. As of 7/1/13 administers a new self-insurance Health Benefits Trust Internal Service Fund.

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





Department Summary by Program

Department: Human Resources

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Administration	239,276	287,112	480,263
Compensation/Classification/Recruitment	1,296,275	869,277	924,494
Employment Rights, FMLA, E-Verify & Training	821,009	846,469	890,352
Health Benefits	-	-	61,806,000
Reports and Records	1,024,811	1,207,549	308,936
Total Expenditures	**3,381,371**	**3,210,407**	**64,410,045**
Funding by Source			
Revenues			
Administration	13	-	-
Compensation/Classification/Recruitment	43	-	-
Employment Rights, FMLA, E-Verify & Training	1,040	-	-
Health Benefits	-	-	64,338,028
Reports and Records	355,067	335,736	151,000
Total Revenues	**356,163**	**335,736**	**64,489,028**
General Fund Support	3,108,983	2,874,671	2,453,045
Net Operating Transfers In/(Out)	(83,775)	-	10,154,245
Fund Balance Decrease/(Increase)	-	-	(12,686,273)
Other Funding Sources	-	-	-
Total Program Funding	**3,381,371**	**3,210,407**	**64,410,045**
Staffing (FTEs) by Program			
Administration	3.0	5.0	8.0
Compensation/Classification/Recruitment	22.3	20.2	20.0
Employment Rights, FMLA, E-Verify & Training	10.4	10.4	10.0
Health Benefits	-	-	14.0
Reports and Records	13.4	13.5	3.0
Total Staffing (FTEs)	**49.1**	**49.1**	**55.0**

Program Summary

Department: **Human Resources**

Program: **Administration**

Function

Provide direction and approval of employment-related services including development and interpretation of Merit System Rules and Personnel Policies (MSR/PP), mandatory training, affirmative action reporting, employee relations, recruitment, benefits, classification, compensation, Family and Medical Leave Act (FMLA) administration, e-Verify services, performance management, records management, and administration of the Americans with Disabilities Act (ADA).

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. Oversee financial, information technology, and procurement transactions for the department. Review and process personnel action forms. Serve as the custodian of official personnel records and official Secretary to the Merit System Commission. Coordinate the Native American Employment Policy with the Tucson Indian Center. Report on the composition of the County's workforce and turnover rate. Certify and notarize public requests for personnel-related records and information. Sell employee bus passes and discount tickets, process employee ID badges, and provide employment verification.

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
- Market Pima County as an employer of choice by attracting qualified applicants to fill vacant positions in order to maintain proper levels of public service
- Ensure all departments and staffs 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
- Benchmark, analyze and improve the County's attrition rate
- Assess the retention of County employees by measuring the number of workers that had to be replaced on an annual basis as a tool for management to make sound personnel decisions
- Improve HR information management through the implementation of ADP over an 18 month period
- Convert to self insurance the first day of the fiscal year, yielding significant savings in healthcare costs to the County

Program Performance Measures	**FY 2011/2012 Actual**	**FY 2012/2013 Estimated**	**FY 2013/2014 Planned**
County's employee turnover rate	15%	16%	17%

	FY 2011/2012 Actual	**FY 2012/2013 Adopted**	**FY 2013/2014 Adopted**
Program Expenditures by Object			
Personnel Services	199,663	239,822	382,165
Operating Expenses	39,613	47,290	98,098
Total Program Expenditures	**239,276**	**287,112**	**480,263**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	13	-	-
Operating Revenue Sub-Total	**13**	**-**	**-**

Program Summary

Department: **Human Resources**

Program: **Administration**

General Fund Support	285,707	287,112	480,263
Net Operating Transfers In/(Out)	(46,444)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**239,276**	**287,112**	**480,263**
Program Staffing FTEs	**3.0**	**5.0**	**8.0**

Program Summary

Department: **Human Resources**

Program: **Compensation/Classification/Recruitment**

Function

Provide employment-related services and activities for recruiting and retaining a highly committed, highly competent, and results oriented workforce. Provide staffing and testing services, classification and compensation reviews, 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. Oversee and monitor the Human Resources staff that are assigned to large departments to assist with personnel-related matters, particularly in 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
- Utilize emerging technology (Internet based Applicant Tracking System) to reduce paper/manual processing times to provide departments certificate of eligibility lists within 8 days of closing date and reduce the time to fill a position to less than 45 days
- 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 within 40 calendar days of request

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Average Calendar days to complete certified list of qualified job applicants	14	14	14
Average calendar days to fill vacancies	63	58	45
Applications received/reviewed	14,560	15,100	15,100
Classification/Compensation Audit review performed	436	450	475
Average calendar days to complete reallocations	41	40	40
Department assists provided	1,265	975	975

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,261,240	809,847	866,284
Operating Expenses	35,035	59,430	58,210
Total Program Expenditures	**1,296,275**	**869,277**	**924,494**
Program Funding by Source			
Miscellaneous Revenue	43	-	-
Operating Revenue Sub-Total	**43**	**-**	**-**
General Fund Support	1,296,232	869,277	924,494
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,296,275**	**869,277**	**924,494**
Program Staffing FTEs	**22.3**	**20.2**	**20.0**

Program Summary

Department: **Human Resources**

Program: **Employment Rights, FMLA, E-Verify & Training**

Function

Provide Merit System Rule and Personnel Policy (MSR/PP) interpretation and review to Pima County management staff and employees. Investigate allegations of violations of the MSR/PPs or personnel-related Board of Supervisors Policies or Administrative Procedures to ensure compliance with rules, policies, procedures, and laws. Provide timely and structured learning experiences, operational training, specialized targeted training and coaching for existing and newly appointed County managers and supervisors to ensure consistent application of and adherence to personnel administration, laws, rules, policies, procedures, and court mandates. Administer the Family and Medical Leave Act (FMLA) and E-Verify processes in accordance with federal and state laws.

Description of Services

Provide official interpretation of MSR/PPs and related policies and procedures. Provide Americans with Disabilities Act (ADA) program analysis, guidance and resolution. Mediate and reconcile employee and management conflicts or refer individuals to other resources when mediation fails. Edit and publish the MSR/PPs and Law Enforcement MSRs. Respond to and investigate Equal Employment Opportunity (EEO) and non-EEO grievances. Respond to and investigate workplace violence and sexual/workplace harassment allegations. Prepare confidential management reports summarizing results of investigations and develop recommendations identifying corrective actions. Accept the filing of appeals and provide administrative support to the Merit System Commission/Law Enforcement Merit System Council. Provide services to management and employees regarding layoff. Conduct New Employee Orientation on the MSR/PPs and conduct Interview Monitor training. Assist Department Personnel Representatives with personnel-related issues within their departments.

Process all Pima County new hires (except those of Superior and Juvenile Courts) through E-verify. Review, approve, and monitor Family and Medical Leave (FML) for Pima County employees (except court employees). Train managers, supervisors, and department personnel representatives (DPRs) on relevant federal, state, and County mandates and procedures. Maintain FMLA records and Form I-9 permanent retention for County employees in accordance with federal, state, and County mandates, and procedures.

Develop and utilize new and existing training programs to train managers and supervisors on federal, state and County mandates. Coordinate and administer the training of newly designated managers and supervisors in the areas of (1) Rules and Policies, (2) Positive and Progressive Discipline, (3) Performance Management and (4) Harassment Prevention. Provide training on Workplace Violence Prevention/Aggression Management and other topics as requested/approved. Create and update informational handouts and other classroom materials as necessary for the support of professional management development. Research and procure relevant training videos. Provide ongoing training and support for the Countywide performance management system. Oversee the County Trainee Program. Provide one-on-one coaching for individual managers or supervisors as required or requested. Provide updated on-site workshops addressing Workplace Harrassment Prevention for non-supervisory employees when requested buy an Appointing Authority and approved by the director of Human rEsources.

Program Goals and Objectives

- Ensure Pima County is in total compliance with federal, state, and local laws relating to human resources
  - identify, investigate, and recommend corrective action for potential violations in a timely fashion
  - provide quality assistance and guidance with employment-related matters throughout the County
  - facilitate reasonable accommodations for applicants and employees in compliance with the Americans with Disabilities Act (ADA)
  - develop and implement management training regarding the ADA
  - provide a venue and a process for professionally resolving internal complaints and work-related disputes
  - minimize exposure to external filings and lawsuits by partnering with departments to properly address personnel-related matters
  - research, propose, and develop rules, policies and procedures that reflect current trends in human resources management

Program Summary

Department: **Human Resources**

Program: **Employment Rights, FMLA, E-Verify & Training**

- Prepare newly designated managers and supervisors to function successfully in a public sector environment while enhancing the organization's management skills
  - Expand the mandatory Management Core Series Training through the creation of classes on the topics of (1) Workplace Violence Prevention/Aggression Management, (2) Fair Labor Standards Act, and (3) Ethics Training
  - Identify, develop, and create online training alternatives for employees
  - Assume coordination and scheduling responsibilities for the Pima County New Employee Orientation module
  - Research, propose, develop, and coordinate a Leadership for Supervision Program utilizing internal County resources
  - Provide a progressive series of classes essential for effective and successful management
- Provide training to new managers, supervisors, and department personnel representatives (DPRs)
- Provide refresher sessions for existing employees, as needed, in FMLA regulations and procedures and Form I-9 completion procedures utilizing various formal and informal means such as quarterly newsletters

Program Performance Measures	**FY 2011/2012 Actual**	**FY 2012/2013 Estimated**	**FY 2013/2014 Planned**
Number of contacts for MSR/PP interpretation	2,226	3,000	3,250
Employees processed through E-Verify	1,592	1,520	1,595
Employees trained on FMLA & I-9	180	250	300
ADA requests for accommodation	73	78	80
Appeals filed	26	25	25
Investigations conducted	40	45	50
Requests for mediation	34	35	35
Specialized training - coaching	68	53	61
Management training headcount	1,402	690	1,510
New employee orientation benefits training headcount	415	495	509
FMLA requests	1,854	1,922	2,020
FMLA approvals	1,544	1,624	1,682

	FY 2011/2012 Actual	**FY 2012/2013 Adopted**	**FY 2013/2014 Adopted**
Program Expenditures by Object			
Personnel Services	755,820	766,529	806,702
Operating Expenses	65,189	79,940	83,650
Total Program Expenditures	**821,009**	**846,469**	**890,352**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	1,040	-	-
Operating Revenue Sub-Total	**1,040**	**-**	**-**
General Fund Support	819,969	846,469	890,352
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**821,009**	**846,469**	**890,352**
Program Staffing FTEs	**10.4**	**10.4**	**10.0**

Program Summary

Department: **Human Resources**

Program: **Health Benefits**

Function

Provide employees with comprehensive and affordable benefits options for healthcare (medical and dental), and life insurance as well as other ancillary services. Provide education to enable employees to make well-informed decisions on benefits that will meet their individual needs. Provide quality programs and activities to encourage and support healthy, active lifestyles of employees. (This is a new self-insurance internal service fund starting July 1, 2013.)

Description of Services

Provide benefits administration and advocacy; contract development, negotiations, and renewal activity; benefits open enrollment and special program coverage. Develop a strategic approach for providing the best benefits and insurance packages for eligible employees and their dependents. Emphasize the importance of education, awareness, self-care, and behavior change programs to enhance overall well-being. Provide rewards for healthy behaviors by County employees through financial and other incentives including those connected with health insurance premiums.

Program Goals and Objectives

- Provide employees a comprehensive health benefits package with affordable options from which to choose and assist employees to make informed decisions regarding the best coverage at the most affordable cost based on their individual needs
  - Encourage good health and well-being for employees and their families utilizing the health benefit options available
  - Maintain a consistent and realistic average cost per employee for the County's health benefits program to ensure public accountability and affordability as supported by national trends
  - Educate employees regarding the County's various plans and benefits options and assist them into the proper plan for cost savings measures.
- Provide employees a comprehensive wellness program to help control increases in medical costs and improve quality of life
  - Provide education and resources to help employees identify and reduce health risks before serious health problems occur
  - Provide special follow-ups and assistance to employees identified at highest risk for preventable illnesses and excessive medical costs
  - Help employees better manage their condition and use when health problems do exist

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Total attendance at wellness events			45,000
Percentage of employees attending benefit information sessions			45%
Percentage of benefits complaints resolved			10%
Percentage of covered employees needing Human Resorces intervention for health matters			1%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	-	-	3,920,976
Operating Expenses	-	-	57,885,024
Total Program Expenditures	**-**	**-**	**61,806,000**

Program Summary

Department: **Human Resources**

Program: **Health Benefits**

Program Funding by Source			
Revenues			
Miscellaneous Revenue	-	-	9,477
Investment Earnings	-	-	2,218
Charges for Services	-	-	64,326,333
Other Revenue Total	**-**	**-**	**64,338,028**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	10,154,245
Fund Balance Decrease/(Increase)	-	-	(12,686,273)
Other Funding Sources	-	-	-
Total Program Funding	**-**	**-**	**61,806,000**
Program Staffing FTEs	**-**	**-**	**14.0**

Program Summary

Department: **Human Resources**

Program: **Reports & Records**

Function

Maintain official employee personnel records by hardcopy and automated information program; maintain data necessary to meet federal reporting requirements; process personnel action forms; maintain Equal Employment Opportunity (EEO) forms; and manage the employee discount and bus pass program. Counsel and coordinate retirement and long-term disability matters with employees and the State.

Description of Services

Manage the Records Center which houses all official personnel files. Process personnel action forms; and respond to subpoenas and employment verification requests. Maintain personnel documents within the records center section in a manner consistent with the Arizona Revised Statutes (ARS) and Human Resources Policies and Procedures. Manage the employee discount and bus pass program to ensure proper reconciliation of each account. Coordinate retirement and long-term disability plans with the State of Arizona and assist employees with accessing these services. Coordinate the payment of death benefits.

Program Goals and Objectives

- Ensure that official personnel records are maintained accurately, timely, completely, and easily accessible in accordance with the Arizona State retention schedule and that personnel action forms are processed in accordance with the County rules and policies
- Ensure that bus passes and discount vouchers are available for employees to purchase and accounted for accurately
- Manage employee benefit and insurance records and ensure that documents are maintained in a confidential manner and pursuant to the State Retention and Disposition Schedule

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Personel records reviewed for compliance with State Retention and Disposition Schedule	1,428	1,400	1,300

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	805,111	802,518	213,650
Operating Expenses	219,700	405,031	95,286
Total Program Expenditures	**1,024,811**	**1,207,549**	**308,936**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	355,382	160,540	150,000
Charges for Services	(315)	175,196	1,000
Operating Revenue Sub-Total	**355,067**	**335,736**	**151,000**
General Fund Support	707,075	871,813	157,936
Net Operating Transfers In/(Out)	(37,331)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,024,811**	**1,207,549**	**308,936**
Program Staffing FTEs	**13.4**	**13.5**	**3.0**

Information Technology

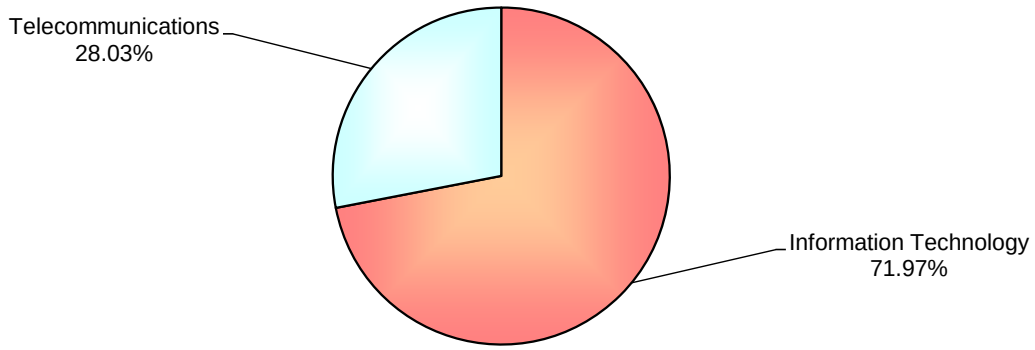
Expenditures: 20,726,785 **Revenues:** 6,577,581

FTEs 168.0

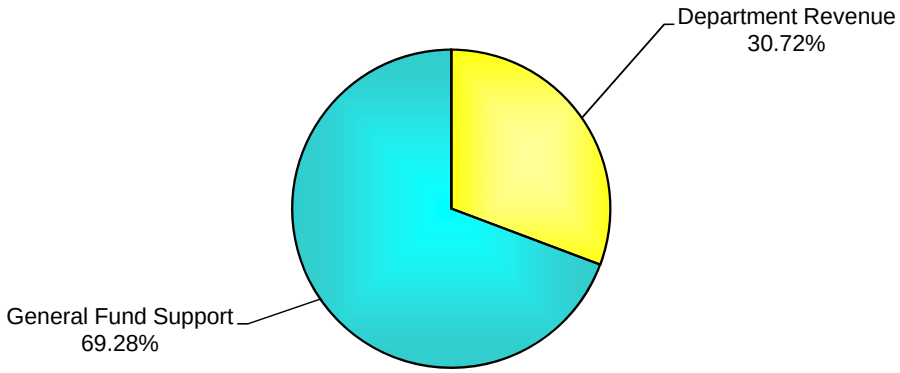
Function Statement: Manage the County's computer and network processing, wireless (radio) communications, and telecommunications environment. Direct and manage the development and ongoing maintenance support of application systems and the acquisition and licensing of associated computer hardware/software. 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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Information Technology	8,606,387	11,260,025	14,916,153
Telecommunications	4,306,810	4,754,431	5,810,632
Total Expenditures	**12,913,197**	**16,014,456**	**20,726,785**
Funding by Source			
Revenues			
Information Technology	625,307	522,228	556,848
Telecommunications	4,906,396	5,467,093	6,020,733
Total Revenues	**5,531,703**	**5,989,321**	**6,577,581**
General Fund Support	9,304,092	11,400,693	14,359,305
Net Operating Transfers In/(Out)	(1,850,678)	(1,295,221)	(916,792)
Fund Balance Decrease/(Increase)	(71,920)	(80,337)	706,691
Other Funding Sources	-	-	-
Total Program Funding	**12,913,197**	**16,014,456**	**20,726,785**
Staffing (FTEs) by Program			
Information Technology	150.0	140.0	140.0
Telecommunications	22.0	26.0	28.0
Total Staffing (FTEs)	**172.0**	**166.0**	**168.0**

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 e-Learning environment and assist in the development of County employees in the use of computer software and hardware. Provide a central network operations center (NOC) for computer hardware, network 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 communications network to include county-wide and voice services. Provide online transaction processing, offline processing, database services, central data, 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 and GIS services. Provide technical assistance to client departments in the areas of project management, applications development, procurement, training services, and implementation of required technology. Provide e-Learning 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 and maintain 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 hours 365 days per year
- 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Scheduled Outages Per Year	12	12	12
Online System Availability (excluding scheduled maintenance)	99%	99%	99%
Storage/Server Availability (excluding scheduled maintenance)	99%	99%	99%
Critical Outage Situations Resolved within 4 hours	99%	99%	99%
Citizen complaints against cable companies resolved within two business days	100%	99%	99%
Percent of customers satisfied in NOC incident close out process	95%	95%	95%

Program Expenditures by Object	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Personnel Services	4,443,944	6,831,785	9,624,918
Operating Expenses	3,769,452	4,371,240	5,291,235
Capital Equipment > $5,000	392,991	57,000	-
Total Program Expenditures	**8,606,387**	**11,260,025**	**14,916,153**

Program Summary

Department: **Information Technology**

Program: **Information Technology**

Program Funding by Source			
Miscellaneous Revenue	605,297	498,078	536,252
Charges for Services	11,080	19,550	20,596
Operating Revenue Sub-Total	**616,377**	**517,628**	**556,848**
Investment Earnings	8,930	4,600	-
Other Special Revenue Total	**8,930**	**4,600**	**-**
General Fund Support	9,304,092	11,400,693	14,359,305
Net Operating Transfers In/(Out)	(1,628,609)	(1,284,000)	(904,032)
Fund Balance Decrease/(Increase)	305,597	621,104	904,032
Other Funding Sources	-	-	-
Total Program Funding	**8,606,387**	**11,260,025**	**14,916,153**
Program Staffing FTEs	**150.0**	**280.0**	**140.0**

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 in support of public safety agencies for Pima County government and those subscribing agencies.

Description of Services

Provide voice (telephone), data 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 county-wide fiber, wireless and other 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 network availability 24 hours 365 days per year (excluding scheduled maintenance or facility power outages)
- Maintain Internet availability 24 hours 365 days per year (excluding scheduled maintenance)
- Maintain wireless network availability 24 hours 365 days per year (excluding scheduled maintenance)

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Service Orders Documented	100%	100%	100%
Repairs Initiated within 4 hours of Request	99%	100%	100%
Network Backbone Availability (excluding scheduled maintenance)	99%	99%	99%
Internet Availability (excluding scheduled maintenance)	100%	99%	99%
Wireless Network Availability (excluding scheduled maintenance)	100%	99%	99%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,813,733	1,564,200	1,901,840
Operating Expenses	2,804,578	2,883,323	3,575,395
Capital Equipment > $5,000	17,887	46,000	-
Contra Assets	(675,752)	(46,000)	-
Depreciation	346,364	306,908	333,397
Total Program Expenditures	**4,306,810**	**4,754,431**	**5,810,632**
Program Funding by Source			
Miscellaneous Revenue	74,758	83,728	63,935
Investment Earnings	18,238	10,575	15,200
Charges for Services	4,813,400	5,372,790	5,941,598
Other Revenue Total	**4,906,396**	**5,467,093**	**6,020,733**

Program Summary

Department: **Information Technology**

Program: **Telecommunications**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(222,069)	(11,221)	(12,760)
Fund Balance Decrease/(Increase)	(377,517)	(701,441)	(197,341)
Other Funding Sources	-	-	-
Total Program Funding	**4,306,810**	**4,754,431**	**5,810,632**
Program Staffing FTEs	**22.0**	**52.0**	**28.0**

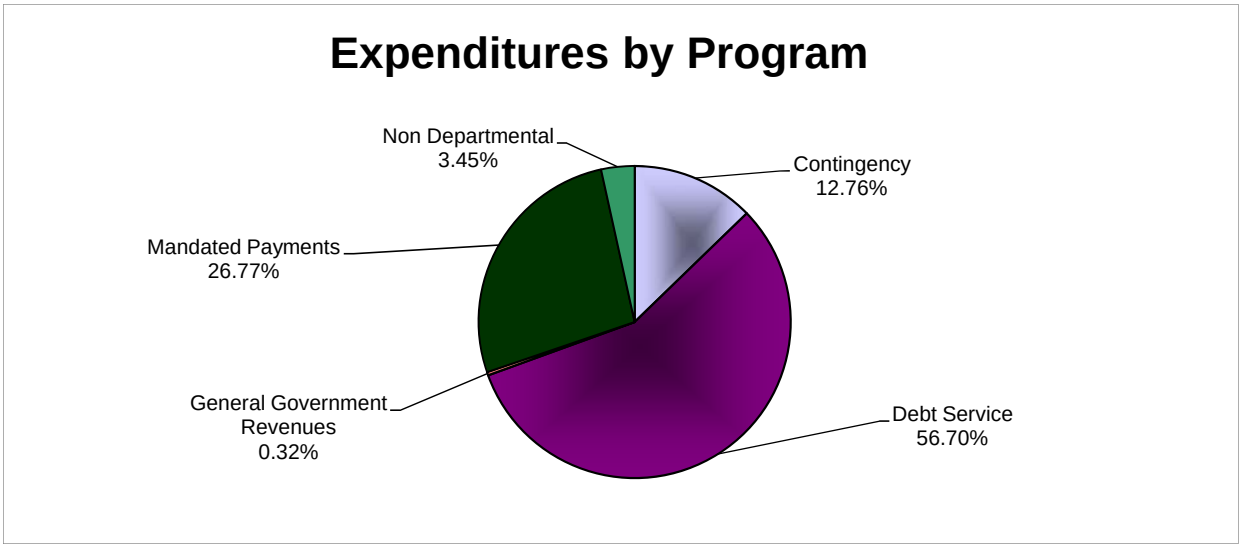
Non Departmental

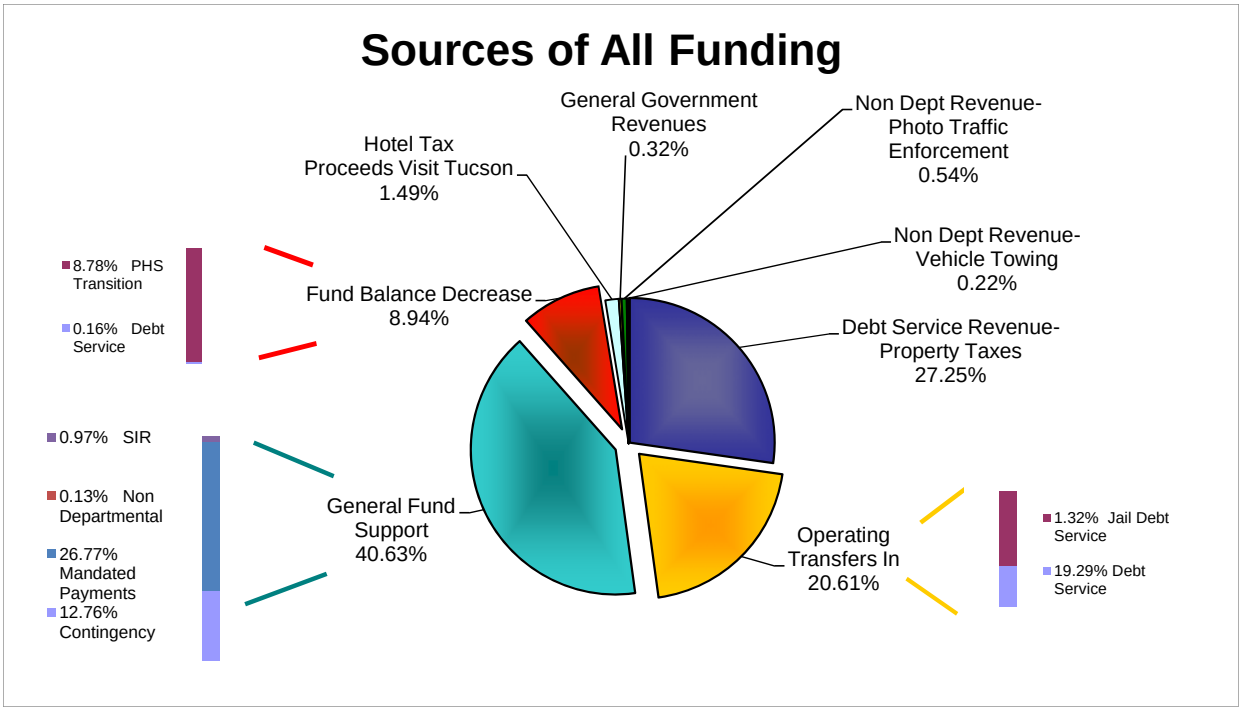
Expenditures: 218,777,825 **Revenues:** 66,050,441

FTEs 0.0

Function Statement: Record and report the receipt, transfer, and payment transactions for Non Departmental, General Government Revenues, Contingency, Debt Service, and Mandated Payments activities. (Note: Total revenue for this department amounts to $497,056,640 with $431,006,199 coming from general government revenues used to support General Fund operations. The difference between these amounts, or $66,050,441, is the amount to be considered as departmental revenue.)

Mandates: ARS Title 11, Chapter 2: Board of Supervisors, Article 7: Medical Facilities and Care of Indigents





Department Summary by Program

Department: Non Departmental

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Contingency	1,257,723	34,605,458	27,907,300
Debt Service	137,337,226	112,966,351	124,043,471
Employee Benefit Liability Fund	1,000,000	-	-
General Government Revenues	390,450	705,000	705,000
Mandated Payments	-	-	58,577,293
Non Departmental	13,108,185	7,915,658	7,544,761
Total Expenditures	**153,093,584**	**156,192,467**	**218,777,825**
Funding by Source			
Revenues			
Contingency	5,128,912	-	-
Debt Service	66,401,445	63,090,152	59,611,817
General Government Revenues	434,447,205	417,331,771	431,006,199
Improvement Districts	250,459	-	-
Non Departmental	3,173,450	3,880,000	6,438,624
Total Revenues	**509,401,471**	**484,301,923**	**497,056,640**
General Fund Support	(397,953,900)	(348,636,060)	(334,321,506)
Net Operating Transfers In/(Out)	(2,655,530)	28,056,779	36,483,938
Fund Balance Decrease/(Increase)	44,301,543	(7,530,175)	19,558,753
Other Funding Sources	-	-	-
Total Program Funding	**153,093,584**	**156,192,467**	**218,777,825**

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 $22,800,043.

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. A Miscellaneous reserve is budgeted at $87,263.

The Budget Stabilization Fund provides for the following expenditures:

Community Performance and Arts Center	75,000
Littletown Food Bank	150,000
PHS Liabilities	250,000
IT ADP Development	500,000
IT PimaCore Reports	500,000
Development Services Shortfall	500,000
Solid Waste Shortfall	800,000
Stadium District Shortfall	1,500,000
	4,275,000

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Monthly accounting reconciliations performed	12	12	12
Status report updated for each transaction	yes	yes	yes

Program Expenditures by Object	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Personnel Services	101,169	-	-
Operating Expenses	1,088,769	34,605,458	27,907,300
Capital Equipment > $5,000	67,785	-	-
Total Program Expenditures	**1,257,723**	**34,605,458**	**27,907,300**

Program Summary

Department: **Non Departmental**

Program: **Contingency**

Program Funding by Source			
Revenues			
Intergovernmental	171,119	-	-
Fines & Forfeits	50	-	-
Miscellaneous Revenue	4,889,555	-	-
Investment Earnings	3,583	-	-
Charges for Services	20	-	-
Operating Revenue Sub-Total	**5,064,327**	**-**	**-**
Revenues			
Investment Earnings	64,585	-	-
Other Special Revenue Total	**64,585**	**-**	**-**
General Fund Support	4,370,605	34,605,458	27,907,300
Net Operating Transfers In/(Out)	(30,647,492)	-	-
Fund Balance Decrease/(Increase)	22,405,698	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,257,723**	**34,605,458**	**27,907,300**

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Transactions accurately recorded	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Operating Expenses	33,018,518	-	-
Debt Service	104,318,708	112,966,351	124,043,471
Total Program Expenditures	**137,337,226**	**112,966,351**	**124,043,471**
Program Funding by Source			
Revenues			
Property Taxes	66,148,045	63,090,152	59,611,817
Intergovernmental	11,166	-	-
Investment Earnings	242,234	-	-
Other Revenue Total	**66,401,445**	**63,090,152**	**59,611,817**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	25,237,065	58,038,443	64,072,901
Fund Balance Decrease/(Increase)	45,698,717	(8,162,244)	358,753
Other Funding Sources	-	-	-
Total Program Funding	**137,337,226**	**112,966,351**	**124,043,471**

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	**FY 2011/2012 Actual**	**FY 2012/2013 Estimated**	**FY 2013/2014 Planned**
Required employee payoffs funded	yes	n/a	n/a

	FY 2011/2012 Actual	**FY 2012/2013 Adopted**	**FY 2013/2014 Adopted**
Program Expenditures by Object			
Personnel Services	1,000,000	-	-
Total Program Expenditures	**1,000,000**	**-**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	1,000,000	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,000,000**	**-**	**-**

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Revenue status reports produced	9	9	9

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	64,205	-	-
Operating Expenses	326,245	705,000	705,000
Total Program Expenditures	**390,450**	**705,000**	**705,000**
Program Funding by Source			
Revenues			
Property Taxes	291,576,746	280,910,688	285,500,195
Intergovernmental	121,297,388	120,919,045	126,935,500
Licenses & Permits	2,670,207	2,490,000	2,759,170
Miscellaneous Revenue	1,138,894	380,000	150,000
Investment Earnings	515,869	155,000	192,500
Charges for Services	17,248,101	12,477,038	15,468,834
Operating Revenue Sub-Total	**434,447,205**	**417,331,771**	**431,006,199**
General Fund Support	(412,230,918)	(386,768,688)	(421,212,236)
Net Operating Transfers In/(Out)	(21,825,837)	(29,858,083)	(9,088,963)
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**390,450**	**705,000**	**705,000**

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 outstanding Improvement Districts to repay appropriate County departments for interfund loans.

Program Goals and Objectives

- Account for Improvement District interfund loan funds accumulation and timely transfer to proper County departments

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Transactions accurately recorded	100%	n/a	n/a

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Total Program Expenditures	**-**	**-**	**-**
Program Funding by Source			
Revenues			
Special Assessments	245,020	-	-
Miscellaneous Revenue	4,979	-	-
Investment Earnings	460	-	-
Other Special Revenue Total	**250,459**	**-**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(250,459)	-	-
Other Funding Sources	-	-	-
Total Program Funding	**-**	**-**	**-**

Program Summary

Department: **Non Departmental**

Program: **Mandated Payments**

Function

Fund and administer the County's contribution to state health care programs.

Description of Services

Pay the County's contributions to Arizona Health Care Containment System (AHCCCS) Acute Care and to the Arizona Long Term Care System (ALTCS) programs, as well as additional contributions resulting from the October, 2001 implementation of Proposition 204.

(Note: Prior to fiscal year 2013/14 this program is a part of Institutional Health-Health Care Financing program.)

Program Goals and Objectives

- Avoid sanctions and penalties through timely payment of the County's contributions to state health care delivery systems

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Timely payments made to mandated state health programs	n/a	n/a	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Operating Expenses	-	-	58,577,293
Total Program Expenditures	**-**	**-**	**58,577,293**
General Fund Support	-	-	58,577,293
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**-**	**-**	**58,577,293**

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 $3,270,000 to Visit Tucson, formerly known as 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 $105,249 for Special Projects, $21,799 for Bond Oversight, $1,185,560 for Photo Traffic Enforcement and $2,114,910 for the General Fund portion of self insurance costs. Also, provide expenditure authority to the Pima Health System Transition Fund to repay an Arizona Department of Commerce loan of $700,000. Budget net revenues of $485,000 for the towing component of the Sheriff Department Vehicle Impound Program, revenues of $2,666,310 for Photo Traffic Enforcement, and revenues of $17,314 for the Rural Metro Pima County Wireless Integrated Network (PCWIN) Radio Loan Repayment.

Program Goals and Objectives

- Provide and account for all Non Departmental activities

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Transactions accurately recorded	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	16,485	1,884,628	84,997
Operating Expenses	13,091,700	6,031,030	7,459,764
Total Program Expenditures	**13,108,185**	**7,915,658**	**7,544,761**
Program Funding by Source			
Revenues			
Intergovernmental	3,155,888	3,180,000	3,270,000
Fines & Forfeits	-	-	1,279,279
Miscellaneous Revenue	1,603	700,000	1,356,814
Charges for Services	-	-	532,531
Operating Revenue Sub-Total	**3,157,491**	**3,880,000**	**6,438,624**
Investment Earnings	15,959	-	-
Other Special Revenue Total	**15,959**	**-**	**-**
General Fund Support	9,906,414	3,527,170	406,137
Net Operating Transfers In/(Out)	23,580,734	(123,581)	(18,500,000)
Fund Balance Decrease/(Increase)	(23,552,413)	632,069	19,200,000
Other Funding Sources	-	-	-
Total Program Funding	**13,108,185**	**7,915,658**	**7,544,761**

Office of Emergency Mgmt & Homeland Security

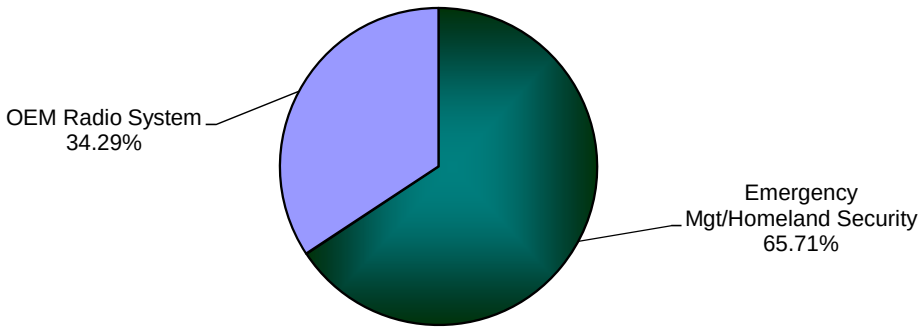
Expenditures: 3,969,409 **Revenues:** 2,775,136

FTEs 11.2

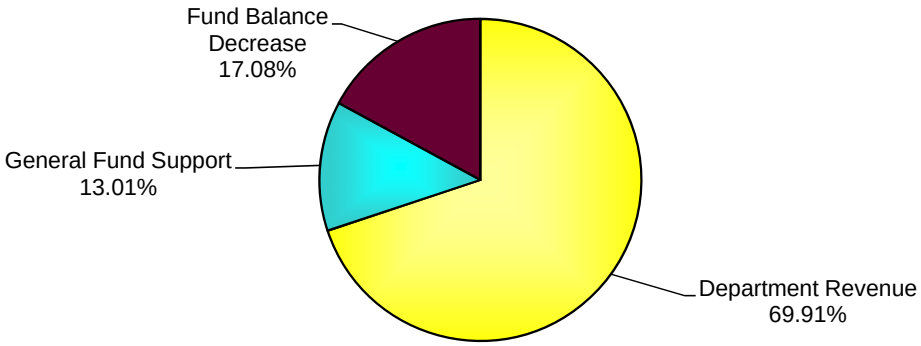
Function Statement: Establish and maintain the highest possible quality emergency prevention, preparedness, response, mitigation and recovery function to protect the lives and property of the residents of Pima County in the event of a natural or man-made disaster through planning; the conduct of training 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: Office of Emergency Management & Homeland Security

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Emergency Mgt/Homeland Security	1,177,397	919,951	2,608,197
OEM Radio System	-	1,000,000	1,361,212
Total Expenditures	**1,177,397**	**1,919,951**	**3,969,409**
Funding by Source			
Revenues			
Emergency Mgt/Homeland Security	1,907,302	417,126	2,091,793
OEM Radio System	-	-	683,343
Total Revenues	**1,907,302**	**417,126**	**2,775,136**
General Fund Support	362,346	504,249	516,404
Net Operating Transfers In/(Out)	-	1,000,000	-
Fund Balance Decrease/(Increase)	(1,092,251)	(1,424)	677,869
Other Funding Sources	-	-	-
Total Program Funding	**1,177,397**	**1,919,951**	**3,969,409**
Staffing (FTEs) by Program			
Emergency Mgt/Homeland Security	11.6	8.6	8.2
OEM Radio System	-	9.1	3.0
Total Staffing (FTEs)	**11.6**	**17.7**	**11.2**

Program Summary

Department: **Office of Emergency Management & Homeland Security**

Program: **Emergency Mgt/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).

Program Goals and Objectives

- Ensure all jurisdictions within Pima County have access to accurate and complete information to enable them to respond to emergency situations and/or threats to homeland security, efficiently and effectively to safeguard the lives and property of the residents of Pima County
  - Maintain an EOC in a constant state of readiness to ensure private sector, volunteer agencies, local, county, tribal, state and federal organizations have the ability to activate emergency plans, communicate and operate in a coordinated fashion during an emergency
  - Open and make the EOC operational within one hour of notification from the Board of Supervisors, County Administrator or a municipality within Pima County
  - Implement a web based Emergency Management software program to enable users to interface with the EOC from remote locations
- Reduce response and recovery costs to the county by providing and maintaining a comprehensive, coordinated County Emergency Operations Plan and Multi-jurisdictional Hazard Mitigation Plan with on-going mitigation projects to prevent or mitigate the loss of life and property from a natural or human-caused disaster
  - Coordinate, conduct, and participate in regular, realistic, all hazards, emergency response exercises for county agencies and local jurisdictions
  - Coordinate and provide regular, quality federal and state training courses to response agencies, local municipalities, private and public sector partners, volunteer agencies, and County departments

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Exercises Conducted/Attended	13	30	20
Community Emergency Response Team (CERT) classes	7	20	20
Citizens trained in CERT	124	100	100
Business presentations	14	6	12
Civic presentations	7	12	12
Neighborhood presentations	1	3	6
Events for community planning and preparedness activities and exercises	8	2	4

Program Summary

Department: **Office of Emergency Management & Homeland Security**

Program: **Emergency Mgt/Homeland Security**

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	717,218	767,811	787,898
Operating Expenses	462,679	152,140	1,820,299
Capital Equipment > $5,000	(2,500)	-	-
Total Program Expenditures	**1,177,397**	**919,951**	**2,608,197**
Program Funding by Source			
Investment Earnings	479	-	-
Operating Revenue Sub-Total	**479**	**-**	**-**
Revenues			
Intergovernmental	1,906,424	417,126	2,091,793
Miscellaneous Revenue	240	-	-
Investment Earnings	159	-	-
Grant Revenue Sub-Total	**1,906,823**	**417,126**	**2,091,793**
General Fund Support	362,346	504,249	516,404
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(1,092,251)	(1,424)	-
Other Funding Sources	-	-	-
Total Program Funding	**1,177,397**	**919,951**	**2,608,197**
Program Staffing FTEs	**11.6**	**8.6**	**8.2**

Program Summary

Department: **Office of Emergency Management & Homeland Security**

Program: **OEM Radio System**

Function

Provide funding for operating and maintenance costs associated with the Radio System established by the Pima County Wireless Integrated Network (PCWIN) project including the Pima Emergency Communications and Operations Center (PECOC) that are not included in other Pima County departmental budgets.

Description of Services

Monitor PCWIN Radio System operating and maintenance costs. Allocate costs to individual tenant agencies.

Program Goals and Objectives

- Ensure all Radio System operating and maintenance costs are budgeted
- Submit annual budget request by due date

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
All Operating & Maintenance costs budgeted	n/a	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	-	749,046	779,397
Operating Expenses	-	250,954	581,815
Total Program Expenditures	**-**	**1,000,000**	**1,361,212**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	-	-	420,777
Charges for Services	-	-	262,566
Other Special Revenue Total	**-**	**-**	**683,343**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	1,000,000	-
Fund Balance Decrease/(Increase)	-	-	677,869
Other Funding Sources	-	-	-
Total Program Funding	**-**	**1,000,000**	**1,361,212**
Program Staffing FTEs	**-**	**9.1**	**3.0**

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Office of Sustainability & Conservation

Expenditures: 312,825 **Revenues:** 4,000

FTEs 15.0

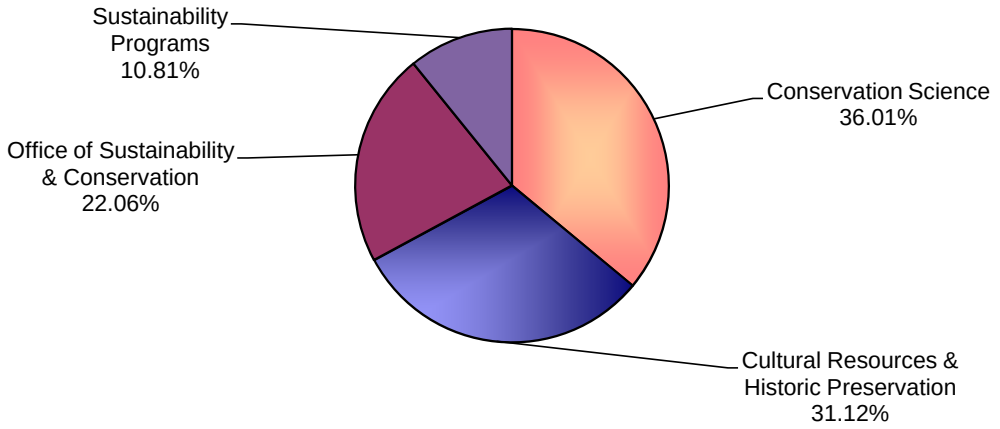
Function Statement: Ensure that social, environmental, and economic dimensions of sustainability policy adopted by the Board of Supervisors are considered and incorporated into County planning, projects, and development.

Mandates: None

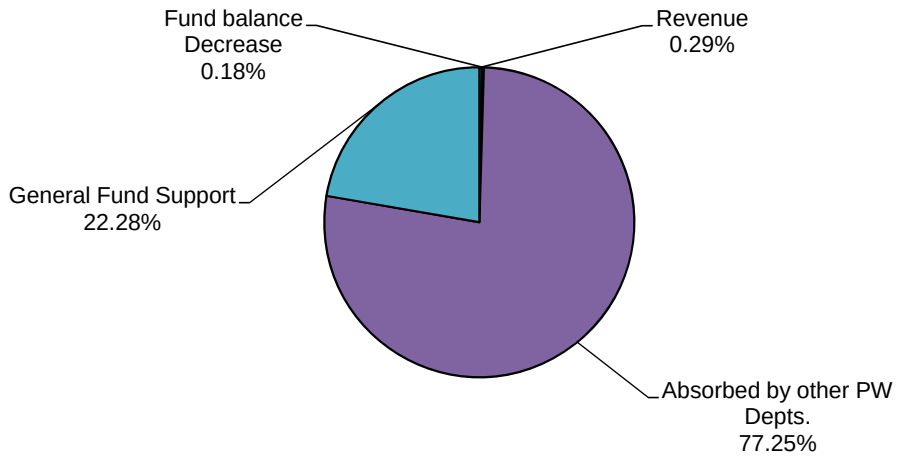
Note: As part of the reorganization of various administrative functions by the County Administrator, the Cultural Resources Division of the Public Works Administration Department; the Office of Conservation, Science, and Environmental Policy; and the Sustainability Program from the County Administrator Department were consolidated into the Office of Sustainability and Conservation in the Public Works functional area.

Note: Expenditure percentages for Conservation Science, Cultural Resource, and Sustainability are based on gross expenditures of $1,374,883 and shown only for illustrative purposes, as all of the costs of these programs except $310,325 are transferred to other Public Works Departments and $2,500 remain in grants programs.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Office of Sustainability and Conservation

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Conservation Science	99,565	1,426	89,954
Cultural Resources and Historic Preservation	75,320	(79,324)	(77,617)
Office of Sustainability and Conservation	1,207	227,982	151,823
Sustainability Programs	94,090	141,885	148,665
Total Expenditures	**270,182**	**291,969**	**312,825**
Funding by Source			
Revenues			
Cultural Resources and Historic Preservation	10,000	5,000	-
Office of Sustainability and Conservation	-	352,188	4,000
Total Revenues	**10,000**	**357,188**	**4,000**
General Fund Support	260,182	281,975	306,325
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	(347,194)	2,500
Other Funding Sources	-	-	-
Total Program Funding	**270,182**	**291,969**	**312,825**
Staffing (FTEs) by Program			
Conservation Science	4.0	3.9	6.0
Culteral Resources and Historic Preservation	6.5	4.0	4.0
Office of Sustainability and Conservation	-	4.0	3.0
Sustainability Programs	1.0	2.0	2.0
Total Staffing (FTEs)	**11.5**	**13.9**	**15.0**

Program Summary

Department: **Office of Sustainability and 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.)

Program Goals and Objectives

- Improve County decisions by providing the best-available natural resource information including status and trends of key contributing factors
- 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-Species Conservation Plan

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Draft of Environmental Impact Statement prepared	n/a	yes	yes
Ecological Monitoring Plan with data management completed	n/a	yes	yes
Public comments addressed	n/a	yes	yes
Departmental responsibilities for Multi-species Conservation Plan to be finalized	n/a	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	81,841	(60,624)	34,504
Operating Expenses	17,724	62,050	55,450
Total Program Expenditures	**99,565**	**1,426**	**89,954**
Program Funding by Source			
General Fund Support	99,565	1,426	89,954
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**99,565**	**1,426**	**89,954**
Program Staffing FTEs	**4.0**	**3.9**	**6.0**

Program Summary

Department: **Office of Sustainability and Conservation**

Program: **Cultural Resources and Historic Preservation**

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 inventory, evaluation, impact assessments, and mitigation as necessary.

(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, a portion of the program's expenditures 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Preservation bond funds expended	$0	$0	$335,000
Compliance actions for County projects reviewed	0	0	125
Compliance reviews for private development reviews	0	0	150

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	145,175	(120,844)	(131,717)
Operating Expenses	(69,855)	41,520	54,100
Total Program Expenditures	**75,320**	**(79,324)**	**(77,617)**
Program Funding by Source			
Revenues			
Intergovernmental	10,000	-	-
Miscellaneous Revenue	-	5,000	-
Operating Revenue Sub-Total	**10,000**	**5,000**	**-**

Program Summary

Department: **Office of Sustainability and Conservation**

Program: **Cultural Resources and Historic Preservation**

General Fund Support	65,320	(84,324)	(77,617)
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**75,320**	**(79,324)**	**(77,617)**
Program Staffing FTEs	**6.5**	**4.0**	**4.0**

Program Summary

Department: **Office of Sustainability and Conservation**

Program: **Office of Sustainability and Conservation**

Function

Provide leadership in Policy development and implementation and provide administrative and special technical support to Office of Sustainability and Conservation programs and surveys.

Description of Services

Oversee conservation and sustainability policy development. Oversee the proposed Lowland Leopard Frog Biological Survey as it directly relates to key conservation themes of the County, including the biological goal of the Sonoran Desert Conservation Plan and the forthcoming Multi species Conservation Plan. Understand the distribution and abundance of this species in and around County owned and managed lands to ensure that the County can manage these populations and ensure their continued survival in this area. Conduct a baseline survey (i.e., the proposed Lowland Leopard Frog Biological Survey) for important conservation endeavors.

Program Goals and Objectives

Complete survey within the grant specifications

Program Performance Measures	**FY 2011/2012 Actual**	**FY 2012/2013 Estimated**	**FY 2013/2014 Planned**
Complete the survey within the grant specifications by 12/31/2013	n/a	n/a	yes

	FY 2011/2012 Actual	**FY 2012/2013 Adopted**	**FY 2013/2014 Adopted**
Program Expenditures by Object			
Personnel Services	-	217,408	130,248
Operating Expenses	1,207	10,574	21,575
Total Program Expenditures	**1,207**	**227,982**	**151,823**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	-	-	4,000
Operating Revenue Sub-Total	**-**	**-**	**4,000**
Revenues			
Intergovernmental	-	352,188	-
Grant Revenue Sub-Total	**-**	**352,188**	**-**
General Fund Support	1,207	222,988	145,323
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	(347,194)	2,500
Other Funding Sources	-	-	-
Total Program Funding	**1,207**	**227,982**	**151,823**
Program Staffing FTEs	**-**	**4.0**	**3.0**

Program Summary

Department: **Office of Sustainability and Conservation**

Program: **Sustainability Programs**

Function

Create and maintain a sustainable community by promoting 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 multi-discipline 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 Card' 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Annual Sustainability Report Card for County Operations prepared	n/a	yes	yes
Active participation with the Development Services Infrastructure Planning team	n/a	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	88,879	130,235	139,565
Operating Expenses	5,211	11,650	9,100
Total Program Expenditures	**94,090**	**141,885**	**148,665**
General Fund Support	94,090	141,885	148,665
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**94,090**	**141,885**	**148,665**
Program Staffing FTEs	**1.0**	**2.0**	**2.0**

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Procurement

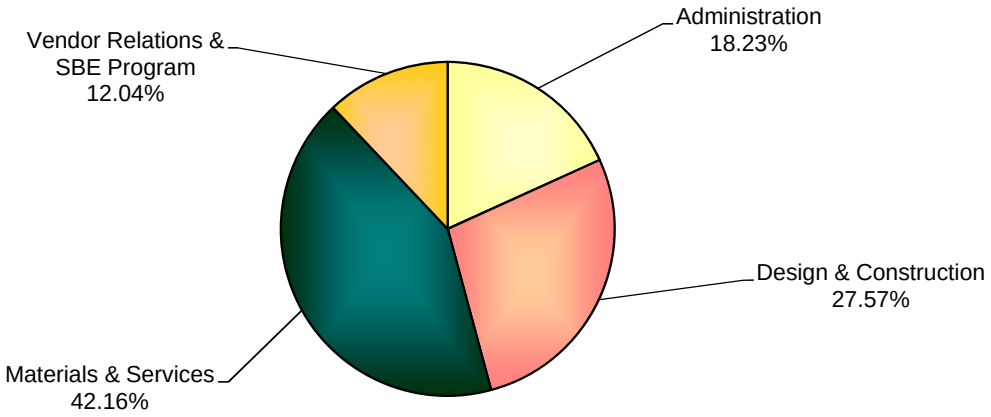
Expenditures: 2,389,027 **Revenues:** 3,000

FTEs 31.7

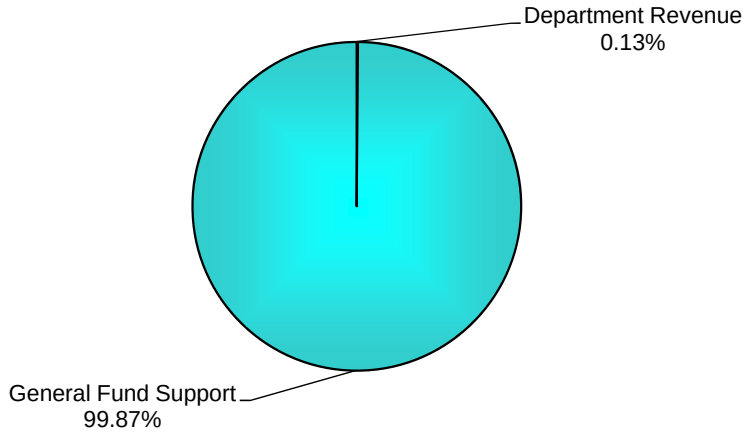
Function Statement: Procure all materials and services for County departments, except as specified by delegation pursuant to the procurement code or under the small purchase procedure. Administer the County Small Business Enterprise (SBE) Program in accordance with County Code requirements for outreach, 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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Administration	531,024	530,858	435,403
Design & Construction	557,204	580,396	658,578
Materials & Services	884,207	911,162	1,007,324
Vendor Relations & SBE Program	264,511	289,036	287,722
Total Expenditures	**2,236,946**	**2,311,452**	**2,389,027**
Funding by Source			
Revenues			
Administration	85,930	-	-
Design & Construction	113	-	-
Materials & Services	575	-	-
Vendor Relations & SBE Program	-	3,000	3,000
Total Revenues	**86,618**	**3,000**	**3,000**
General Fund Support	2,150,328	2,308,452	2,386,027
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,236,946**	**2,311,452**	**2,389,027**
Staffing (FTEs) by Program			
Administration	8.0	7.0	5.0
Design & Construction	7.0	7.0	8.0
Materials & Services	11.6	11.7	13.7
Vendor Relations & SBE Program	4.0	6.0	5.0
Total Staffing (FTEs)	**30.6**	**31.7**	**31.7**

Program Summary

Department: **Procurement**

Program: **Administration**

Function

Provide the administrative functions of the department. Conduct contracts review; provide training; ensure compliance with policies and procedures; and support County Enterprise Business System, Vendor Self Service System (VSS), and Vendor Registration and Messaging Portal (VRAMP).

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 procurement 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.

Provide a centralized control point where all contracts are reviewed for compliance with the Pima County Procurement Code, policies, and procedures prior to execution. Maintain contracts in the central repository for the County. Oversee contracts processing and enter relevant data into the County Enterprise Business System. Provide contract training to departments. Manage the disposition of surplus personal property. Maintain and distribute the Procurement Policy and Procedures Manual.

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. 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 surplus property auctions. Conduct online Countywide and vendor satisfaction surveys. Serve on Countywide e-Government/Systems committee.

Program Goals and Objectives

- Provide Countywide training and assistance with purchasing policies and procedures
- Maintain current Procurement Department policies and procedures
- 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

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Training sessions provided	76	75	75
Policies/procedures maintained	3	6	6
Outstanding Agency Accreditation Achievement Award received	yes	yes	yes
Achievement of Excellence in Procurement Award received	yes	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	516,627	516,538	409,360
Operating Expenses	14,397	14,320	26,043
Total Program Expenditures	**531,024**	**530,858**	**435,403**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	85,930	-	-
Operating Revenue Sub-Total	**85,930**	**-**	**-**

Program Summary

Department: **Procurement**

Program: **Administration**

General Fund Support	445,094	530,858	435,403
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**531,024**	**530,858**	**435,403**
Program Staffing FTEs	**8.0**	**7.0**	**5.0**

Program Summary

Department: **Procurement**

Program: **Design & Construction**

Function

Procure design, construction, and related services for all County departments under the authority of Title 34 Arizona Revised Statutes and BOS Policy D29.1. Consult with Public Works departments and Facilities Management regarding solicitations, project delivery methods, management and contracts administration.

Description of Services

Procure construction, architectural, engineering, and related services for the Public Works, Facilities Management, Regional 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 project. Work with the County Attorney to research, develop, or tailor correspondingly appropriate solicitation and contract language for both consulting and construction contracts. Identify and apply federal grant requirements where needed. Research and recommend alternative project delivery methods. Manage the procurement and evaluation process, draft award documents, and manage the contract and amendment/change order signature processes. Ensure consistency with federal, state and county law and policy. Process all change orders and amendments for construction, architectural, engineering, and related contracts. Craft appropriate documents.

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Average requistions more than 90 days old per week	1	1	1
Policies/procedures maintained	1	1	5

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	542,233	564,418	649,878
Operating Expenses	14,971	15,978	8,700
Total Program Expenditures	**557,204**	**580,396**	**658,578**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	113	-	-
Operating Revenue Sub-Total	**113**	**-**	**-**
General Fund Support	557,091	580,396	658,578
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**557,204**	**580,396**	**658,578**
Program Staffing FTEs	**7.0**	**7.0**	**8.0**

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 primarily covered in Chapter 11 of the Procurement Code, with the exception of Design and Construction Services, governed by Title 34 of Arizona Revised Statutes. Administer the PCard Program and 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.

Manage the PCard Payment Program to ensure the prudent expenditure of public funds and to optimize rebate revenues. 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 strategic practices and initiatives.

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 1 per week
- Update policies/procedures as necessary
- 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 rebates
  - To increase rebate revenues, work with accounts payable to pay Contract (CT), Purchase Order (PO) and Delivery Order (DO) invoices

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
PCard rebate generated	$83,400	$77,070	$80,000
Average requisitions more than 90 days old per week	2	2	1
Policies/procedures updated/improved	9	9	12
Percent of online PCard transactions reviewed within 24 hours of posting	100%	100%	100%
Percent of online PCard transactions reviewed for compliance to policy within 5 days of receipt of documentation	100%	100%	100%

Program Summary

Department: **Procurement**

Program: **Materials & Services**

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	869,478	892,576	1,003,309
Operating Expenses	14,729	18,586	4,015
Total Program Expenditures	**884,207**	**911,162**	**1,007,324**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	244	-	-
Charges for Services	331	-	-
Operating Revenue Sub-Total	**575**	**-**	**-**
General Fund Support	883,632	911,162	1,007,324
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**884,207**	**911,162**	**1,007,324**
Program Staffing FTEs	**11.6**	**11.7**	**13.7**

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. Oversee creations and modifications of over 15,000 vendor records in AMS Advantage through Vendor Self Service (VSS) and Vendor Registration and Messaging Portal (VRAMP) and manually entered by Vendor Relation Staff. Create and modify Policies and Procedures for Vendor Records. Make recommendations for revisions/upgrades to VSS and VRAMP. Create and modify SBE and Living Wage Ordinances as necessary. 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 and Employee Records (AMS Advantage) which provides current vendor information to assist in procurement opportunities to all departments in Pima County and provides current payment information on the vendor records to assure proper and prompt payments to vendors. 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

- Review Vendor Self Service (VSS) for errors and make recommendations for improvements
  - Create and maintain all vendor and employee records in AMS Advantage
  - Maintain SBE local vendors in AMS Advantage
- Maintain SBE vendor training programs
- 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 Summary

Department: **Procurement**

Program: **Vendor Relations & SBE Program**

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Minority-owned SBE vendors in database	64	60	60
On-site Living Wage compliance visits	28	28	22
County vendors in database	15,300	15,500	15,500
Policies/procedures updated/improved	4	4	4
Woman-owned SBE vendors in database	56	60	60
Non minority- and woman-owned SBE vendors in database	90	90	90
SBE vendor training programs provided	13	13	13
Projects reviewed for SBE/DBE goals	60	60	60
Projects reviewed for SBE/DBE compliance	60	60	60
Pima County sponsored SBE outreach activities	7	7	5
Certified SBE vendors	210	220	220
Living Wage contracts reviewed	30	30	33

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	258,875	277,357	284,410
Operating Expenses	5,636	11,679	3,312
Total Program Expenditures	**264,511**	**289,036**	**287,722**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	-	3,000	3,000
Operating Revenue Sub-Total	**-**	**3,000**	**3,000**
General Fund Support	264,511	286,036	284,722
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**264,511**	**289,036**	**287,722**
Program Staffing FTEs	**4.0**	**6.0**	**5.0**

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Recorder

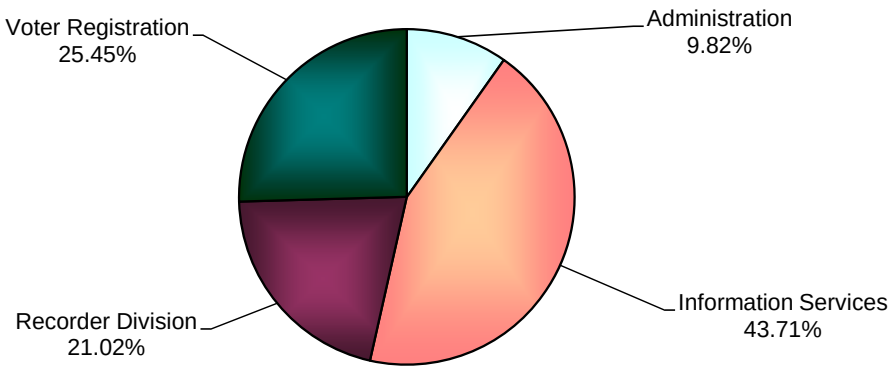
Expenditures: 4,438,382 **Revenues:** 3,575,261

FTEs 47.0

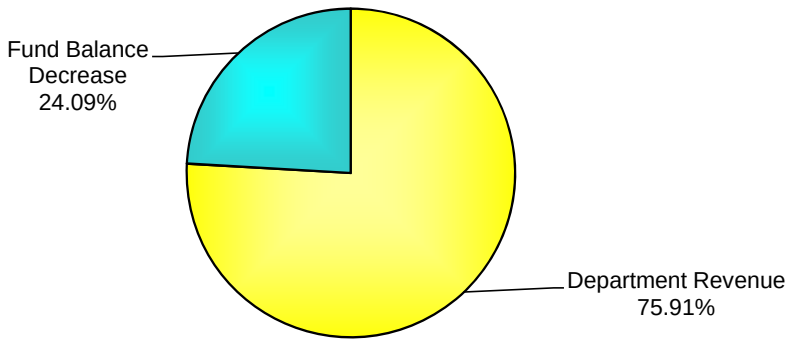
Function Statement: Ensure prompt and efficient imaging and indexing of documents presented for public recording. Provide for the expeditious retrieval and reproduction of documents previously recorded. Maintain voter registration rolls. Conduct early voting activity and other election related activities.

Mandates: ARS Title 11: Counties; Title 16: Elections and Electors; Title 19: Initiative, Referendum and Recall; Title 39: Public Records, Printing and Notices; and Title 48: Special Taxing Districts

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Recorder

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Administration	387,655	406,092	435,913
Information Services	936,383	1,328,816	1,939,958
Recorder Division	714,904	906,634	932,977
Voter Registration	2,242,709	2,398,749	1,129,534
Total Expenditures	**4,281,651**	**5,040,291**	**4,438,382**
Funding by Source			
Revenues			
Administration	20	-	-
Information Services	612,175	752,380	949,156
Recorder Division	2,178,221	1,865,180	2,275,976
Voter Registration	906,655	153,317	204,910
Total Revenues	**3,697,071**	**2,770,877**	**3,430,042**
General Fund Support	422,487	1,501,578	(80,262)
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	162,093	767,836	1,088,602
Other Funding Sources	-	-	-
Total Program Funding	**4,281,651**	**5,040,291**	**4,438,382**
Staffing (FTEs) by Program			
Administration	4.0	4.0	4.0
Information Services	10.0	13.0	13.0
Recorder Division	17.0	17.0	17.0
Voter Registration	14.0	13.0	13.0
Total Staffing (FTEs)	**45.0**	**47.0**	**47.0**

Program Summary

Department: **Recorder**

Program: **Administration**

Function

Provide management, budget oversight, and resources procurement for the Recorder Division, Voter Registration Division, and Information Services group in the department.

Description of Services

Ensure compliance with statutory mandates and set policies for the department and the implementation of those policies. Hire, supervise, monitor, and evaluate department personnel. Oversee the budget and monitor the use of public funds in both revenue and expenditures. Purchase adequate resources, equipment, technology, and supplies for the department.

Program Goals and Objectives

- Ensure statutory mandates are met at all times in both the Document Recording Division and Voter Registration Division
- Ensure public funds allocated to the Department are expended in compliance with County policy and state law and that all revenue received is properly accounted for and deposited in accordance with County policy
- Procure adequate resources, supplies, and equipment to enable the employees of the Department to perform their functions

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Statutory mandates under Titles 16 and 19 of the Arizona Revised Statutes are met	100%	100%	100%
Statutory mandates under Title 11 of the Arizona Revised Statutes are met	100%	100%	100%
All necessary supplies and production materials are purchased so that there is no downtime due to a shortage of supplies or materials	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	379,160	398,242	421,163
Operating Expenses	8,495	7,850	14,750
Total Program Expenditures	**387,655**	**406,092**	**435,913**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	10	-	-
Charges for Services	10	-	-
Operating Revenue Sub-Total	**20**	**-**	**-**
General Fund Support	387,635	406,092	435,913
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**387,655**	**406,092**	**435,913**
Program Staffing FTEs	**4.0**	**4.0**	**4.0**

Program Summary

Department: **Recorder**

Program: **Information Services**

Function

Maintain the hardware and software systems in use by both the Recording Division and the Voter Registration Division in order to keep the system in operation with minimal to zero unplanned downtime. Modernize hardware and software systems as necessary. Make electronic images and permanent record archival quality films of every page of every document accepted for recording.

Description of Services

Provide information to the public about recording transactions and upcoming elections on a 24 hour a day seven days a week basis. Ensure that the system is operational with minimal to no unplanned down time. Evaluate not only the operation of the system and the proper storage of all data but also monitor the system on a 24 hour basis and recommend both hardware and software changes and upgrades necessary for optimal operations. Review election related laws at both the state and federal levels which frequently change and make required programmatic changes to the computer system. Make any programming changes required by federal or state legislative changes prior to the next scheduled elections to ensure compliance with statutory mandates. Make and store electronic images of all documents submitted for recording so that the documents can be quickly and easily retrieved by the public. Make archival quality film images of each page of every recorded document for permanent preservation.

Program Goals and Objectives

- Keep the Recorder's Office computer system operational with minimal to zero unplanned downtime
- Implement statutory changes at the state and federal level as well as changes necessary to provide election services to local jurisdictions
- Perform annual evaluation and upgrades to system software and hardware as required by manufacturer or developer updates
- Continue modernizaton of the Voter Registration system to migrate to a newer upgraded database platform and a more modern computer programming language for completion at the end of the fiscal year
- Make electronic images of all documents submitted for recording to allow for electronic retrieval of the images by the public and make permanent archival film images of each page of each recorded document for permanent retention

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Maintain computer system with no unplanned downtime	100%	100%	100%
Voter registration program modified as needed to implement statutory or jurisdictional mandates prior to next election	100%	100%	100%
Computer programs updated as necessary within one year of release of new versions	90%	95%	100%
Computer system maintained and upgraded for most efficient operations possible	75%	85%	95%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	558,061	618,466	716,608
Operating Expenses	318,471	530,350	775,850
Capital Equipment > $5,000	59,851	180,000	447,500
Total Program Expenditures	**936,383**	**1,328,816**	**1,939,958**
Program Funding by Source			
Investment Earnings	8,441	7,150	5,200
Charges for Services	603,734	745,230	943,956
Other Special Revenue Total	**612,175**	**752,380**	**949,156**

Program Summary

Department: **Recorder**

Program: **Information Services**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	324,208	576,436	990,802
Other Funding Sources	-	-	-
Total Program Funding	**936,383**	**1,328,816**	**1,939,958**
Program Staffing FTEs	**10.0**	**13.0**	**13.0**

Program Summary

Department: **Recorder**

Program: **Recorder Division**

Function

Provide quality service to the public by ensuring the prompt and efficient indexing and review of documents submitted to become part of the official transaction records of Pima County in compliance with the mandates of Title 11 of the Arizona Revised Statutes.

Description of Services

Review documents submitted to the department which become part of the offical real estate and commercial records of Pima County for compliance with statutory requirements under Title 11 of the Arizona Revised Statutes. Enter grantor, grantee, and beneficiary information accurately into the indexing system so that the document can be retrieved at a later date. Collect the required statutory fees for the recording services and ensure that those fees are properly deposited and accounted for as required under County procedures. Provide assistance to the public in researching and making copies of documents that were recorded previously.

Program Goals and Objectives

- Review each document submitted for statutory compliance, proper indexing, and appropriate fees collected within one business day of receipt of the document by the office
- Conduct a full second check by another operator to ensure indexing accuracy within three business days of receipt of the document
- Use the actual date of receipt of the document by the Recorder's Office as the initial entry of the document into the computer system in order to comply with statutory mandates
- Collect all required statutory fees and account for them properly with daily audits of reciepts for each employee
- Assist members of the public entering the office to record documents or to research previously recorded documents within five minutes of their arrival at the office

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Days to complete primary data entry and second checking of all recorded documents	3	3	3
Days to complete full processing of all documents including digital imaging and film	7	6	5
Documents presented for recording are reviewed and entered in the computer system on the date of receipt	100%	100%	100%
All data entry information is reviewed for accuracy (second check)	100%	100%	100%
Data entry accuracy rate of 100 percent is acheived	99%	100%	100%
All appropriate documents are returned by mail or private/commerical courier	100%	100%	100%
Public walk-in customers served within 5 minutes of arrival in office	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	584,086	749,339	742,277
Operating Expenses	130,818	157,295	190,700
Total Program Expenditures	**714,904**	**906,634**	**932,977**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	60,122	-	-
Charges for Services	2,118,099	1,865,180	2,275,976
Operating Revenue Sub-Total	**2,178,221**	**1,865,180**	**2,275,976**

Program Summary

Department: **Recorder**

Program: **Recorder Division**

General Fund Support	(1,463,317)	(958,546)	(1,342,999)
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**714,904**	**906,634**	**932,977**
Program Staffing FTEs	**17.0**	**17.0**	**17.0**

Program Summary

Department: **Recorder**

Program: **Voter Registration**

Function

Maintain an accurate and efficient voter registratuion system for all voters in Pima County.

Description of Services

Provide accurate and prompt entry of voter registration forms into the County voter registration roll promptly after receipt. Provide regular roll maintenance by moving voters to cancelled status upon receipt of valid notice of death, felony conviction, or incapacitation. Regularly process the County voter registration roll through National Change of Address databases to identify voters who may have moved from their registration address and send appropriate notices to those voters under the National Voter Registration Act. Conduct early voting activities by both mail and in person and validate signatures on early ballot affidavits. Validate signatures on petitions submitted to the office including candidate challenges, recall, initiative, and annexation petitions in compliance with the mandates of Titles 16 and 19 of the Arizona Revised Statutes, and various other state and federal election laws, rules, and mandates.

Program Goals and Objectives

- Review voter registration forms for legal compliance and enter valid forms into the computer system promptly after receipt with a high level of data entry accuracy
- Make and link digitized images of all voter registration forms received in the correct format to individual voter records and properly file the original form as mandated by statutes
- Mail confirmation of registration notices to voters within 30 days of receipt of a voter registration form adding a new voter or updating an existing voter, and mail voter registration identification cards prior to any statewide general election that includes candidates for President of the United States
- Assemble and mail early ballots to eligible voters who request a ballot by mail within time limits set by state and federal statutory mandates
- Accurately issue the correct early ballot to voters requesting ballots by mail or in person at early voting sites
- Validate the signature of all voted early ballots when compared to the voter's signature on the voter registration form as soon as possible after receipt of the ballot
- Secure and maintain accurate inventory records of all ballots in possession of the Recorder's Office including ballots waiting to be mailed or voted ballots received from voters
- Provide regular voter registration list maintenance activities including removing voters from the roll who are no longer eligible to vote through death, departure from the jurisdiction, felony conviction, or determination of mental incapacitation

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Voter Registration forms processed accurately and in a timely fashion	100%	100%	100%
Early ballots issued, mailed, and validated within statutory deadlines	100%	100%	100%
Petitions received by the office are properly reviewed and validated in compliance with statutory mandates	100%	100%	100%
Voter roll list maintenance including address testing, and removal of deceased or cancelled voters performed as required under state and federal mandates	100%	100%	100%
Eligible early voters are provided with prompt and accurate service including issuance of the correct ballot	100%	100%	100%

Program Expenditures by Object	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Personnel Services	615,403	814,348	593,649
Operating Expenses	1,627,306	1,584,401	535,885
Total Program Expenditures	**2,242,709**	**2,398,749**	**1,129,534**

Program Summary

Department: **Recorder**

Program: **Voter Registration**

Program Funding by Source			
Revenues			
Intergovernmental	296,169	-	-
Miscellaneous Revenue	43	-	-
Charges for Services	448,328	152,717	204,210
Operating Revenue Sub-Total	**744,540**	**152,717**	**204,210**
Revenues			
Intergovernmental	161,300	-	-
Investment Earnings	815	600	700
Grant Revenue Sub-Total	**162,115**	**600**	**700**
General Fund Support	1,498,169	2,054,032	826,824
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(162,115)	191,400	97,800
Other Funding Sources	-	-	-
Total Program Funding	**2,242,709**	**2,398,749**	**1,129,534**
Program Staffing FTEs	**14.0**	**13.0**	**13.0**

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Treasurer

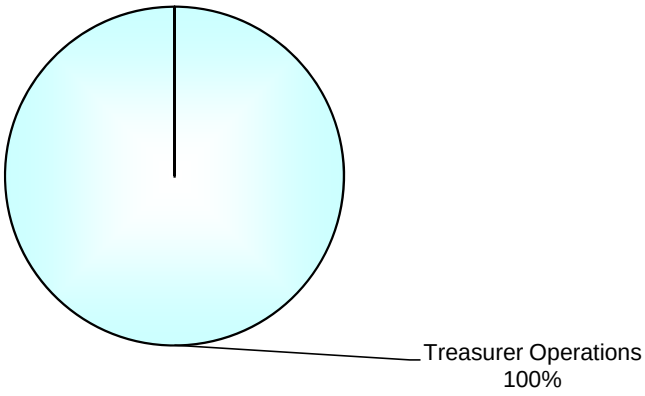
Expenditures: 3,011,307 **Revenues:** 102,500

FTEs 38.5

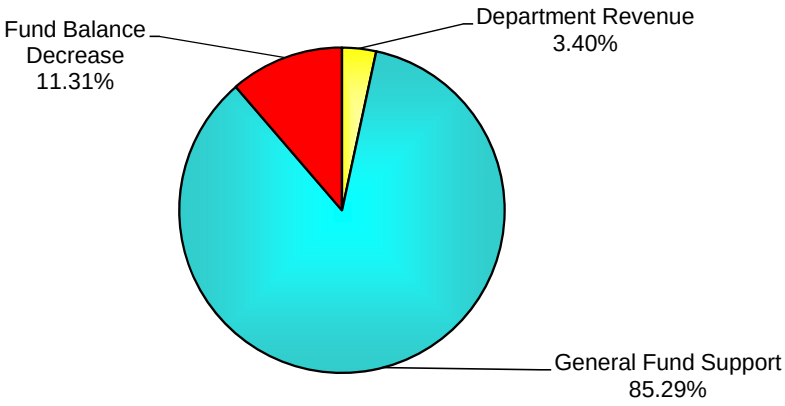
Function Statement: Serve as Treasurer for Pima County and its political subdivisions. Act as custodian of public funds and ex officio tax collector. Duties include custody, collection, disbursement, and investment of public funds and the collection and distribution of property taxes.

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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Treasurer Operations	2,184,197	2,856,580	3,011,307
Total Expenditures	**2,184,197**	**2,856,580**	**3,011,307**
Funding by Source			
Revenues			
Treasurer Operations	149,933	103,100	102,500
Total Revenues	**149,933**	**103,100**	**102,500**
General Fund Support	2,035,153	2,491,607	2,568,107
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(889)	261,873	340,700
Other Funding Sources	-	-	-
Total Program Funding	**2,184,197**	**2,856,580**	**3,011,307**
Staffing (FTEs) by Program			
Treasurer Operations	38.5	38.5	38.5
Total Staffing (FTEs)	**38.5**	**38.5**	**38.5**

Program Summary

Department: **Treasurer**

Program: **Treasurer Operations**

Function

Serve as the custodian of public funds and ex-officio tax collector for Pima County as mandated by Arizona Statutues.

Description of Services

Accept deposits, clear warrants, electronically disburse funds, invest funds on deposit, account for, and report the activity to the Board of Supervisors and depositors. Collect and distribute property taxes. Be the custodian of excess proceeds from trustee sales.

Program Goals and Objectives

- Maximize automation of tax payments
- 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, tax lien investors, and individuals

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Months meeting or exceeding investment benchmarks	12	12	10
Percentage of payments process through automated methods	96%	96%	96%
Percent completed of tax collection system	50%	75%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,721,835	2,166,686	2,238,072
Operating Expenses	396,980	532,894	544,235
Capital Equipment > $5,000	65,382	157,000	229,000
Total Program Expenditures	**2,184,197**	**2,856,580**	**3,011,307**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	2,338	-	-
Charges for Services	16	600	-
Operating Revenue Sub-Total	**2,354**	**600**	**-**
Miscellaneous Revenue	38,579	-	-
Investment Earnings	2,321	2,500	2,500
Charges for Services	106,679	100,000	100,000
Other Special Revenue Total	**147,579**	**102,500**	**102,500**
General Fund Support	2,035,153	2,491,607	2,568,107
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(889)	261,873	340,700
Other Funding Sources	-	-	-
Total Program Funding	**2,184,197**	**2,856,580**	**3,011,307**
Program Staffing FTEs	**38.5**	**38.5**	**38.5**

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SUMMARY OF EXPENDTITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Expenditures
COMMUNITY RESOURCES			
Community & Economic Development Administration			
Administration	636,214	-	636,214
Total Community & Economic Development Administration	**636,214**	**-**	**636,214**
Community Development & Neighborhood Conservation			
Administration	499,781	-	499,781
Affordable Housing	275,634	4,851,615	5,127,249
Community & Rural Development	1,292,141	2,501,042	3,793,183
Community Planning & Revitalization Division	-	79,420	79,420
General Services	2,422,761	-	2,422,761
Neighborhood Reinvestment	335,766	100,000	435,766
Total Community Development & Neighborhood Conservation	**4,826,083**	**7,532,077**	**12,358,160**
Community Services, Employment & Training			
CAA Emergency Services Network	196,873	3,510,351	3,707,224
One Stop	5,586,716	11,782,078	17,368,794
Vocational And Academic Instruction	297,671	1,302,715	1,600,386
Total Community Services, Employment & Training	**6,081,260**	**16,595,144**	**22,676,404**
County Free Library			
Administration	-	1,466,253	1,466,253
Public Services	-	22,762,131	22,762,131
Support Services	-	11,076,616	11,076,616
Total County Free Library	**-**	**35,305,000**	**35,305,000**
Economic Development & Tourism			
Economic Devel & Tourism	-	2,008,463	2,008,463
Total Economic Development & Tourism	**-**	**2,008,463**	**2,008,463**
Kino Sports Complex			
Landscape Management	402,100	-	402,100
Recreation	684,249	-	684,249
Total Kino Sports Complex	**1,086,349**	**-**	**1,086,349**
Natural Resources, Parks & Recreation			
Departmental Services	797,771	94,321	892,092
GIS & MultiMedia Services	420,376	-	420,376
Natural Resource Parks	2,526,430	580,848	3,107,278
Operations	6,967,757	-	6,967,757
Planning	152,727	330,478	483,205
Recreation	4,383,561	-	4,383,561
Special Projects/Trades Division	1,801,144	-	1,801,144
Total Natural Resources, Parks & Recreation	**17,049,766**	**1,005,647**	**18,055,413**

SUMMARY OF EXPENDTITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Expenditures
School Superintendent			
Accounting	393,231	-	393,231
Administration	589,212	-	589,212
Educational Services	562,833	-	562,833
School Reserve Programs	-	2,150,000	2,150,000
Total School Superintendent	**1,545,276**	**2,150,000**	**3,695,276**
Stadium District			
Stadium District Operations	-	5,039,746	5,039,746
Total Stadium District	**-**	**5,039,746**	**5,039,746**
Total COMMUNITY RESOURCES	**31,224,948**	**69,636,077**	**100,861,025**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Revenues
COMMUNITY RESOURCES			
Community Development & Neighborhood Conservation			
Affordable Housing	-	4,848,201	4,848,201
Community & Rural Development	-	2,498,525	2,498,525
Community Planning & Revitalization Division	-	79,361	79,361
Neighborhood Reinvestment	-	100,000	100,000
Total Community Development & Neighborhood Conservation	**-**	**7,526,087**	**7,526,087**
Community Services, Employment & Training			
CAA Emergency Services Network	-	3,505,072	3,505,072
One Stop	-	11,758,116	11,758,116
Vocational And Academic Instruction	-	1,296,471	1,296,471
Total Community Services, Employment & Training	**-**	**16,559,659**	**16,559,659**
County Free Library			
Administration	-	28,603,438	28,603,438
Public Services	-	1,520,000	1,520,000
Total County Free Library	**-**	**30,123,438**	**30,123,438**
Economic Development & Tourism			
Economic Devel & Tourism	-	1,308,226	1,308,226
Total Economic Development & Tourism	**-**	**1,308,226**	**1,308,226**
Kino Sports Complex			
Landscape Management	27,090	-	27,090
Recreation	85,000	-	85,000
Total Kino Sports Complex	**112,090**	**-**	**112,090**
Natural Resources, Parks & Recreation			
Departmental Services	-	62,000	62,000
Natural Resource Parks	161,000	519,980	680,980
Operations	180,200	-	180,200
Recreation	497,600	-	497,600
Special Projects/Trades Division	500	-	500
Total Natural Resources, Parks & Recreation	**839,300**	**581,980**	**1,421,280**
School Superintendent			
Administration	157,000	-	157,000
Educational Services	20,000	-	20,000
School Reserve Programs	-	2,150,000	2,150,000
Total School Superintendent	**177,000**	**2,150,000**	**2,327,000**
Stadium District			
Stadium District Operations	-	2,281,135	2,281,135
Total Stadium District	**-**	**2,281,135**	**2,281,135**
Total COMMUNITY RESOURCES	**1,128,390**	**60,530,525**	**61,658,915**

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area / Department / Program	FTEs
COMMUNITY RESOURCES	
Community & Economic Development Administration	
Administration	4.3
Total Community & Economic Development Administration	**4.3**
Community Development & Neighborhood Conservation	
Administration	5.6
Affordable Housing	8.0
Community & Rural Development	8.0
Neighborhood Reinvestment	4.0
Total Community Development & Neighborhood Conservation	**25.6**
Community Services, Employment & Training	
CAA Emergency Services Network	15.5
One Stop	116.2
Vocational And Academic Instruction	22.9
Total Community Services, Employment & Training	**154.6**
County Free Library	
Administration	9.1
Public Services	375.1
Support Services	21.0
Total County Free Library	**405.2**
Economic Development & Tourism	
Economic Devel & Tourism	4.0
Total Economic Development & Tourism	**4.0**
Kino Sports Complex	
Landscape Management	4.0
Recreation	3.0
Total Kino Sports Complex	**7.0**
Natural Resources, Parks & Recreation	
Departmental Services	7.0
GIS & MultiMedia Services	7.8
Natural Resource Parks	28.5
Operations	95.4
Planning	3.0
Recreation	81.0
Special Projects/Trades Division	26.5
Total Natural Resources, Parks & Recreation	**249.2**
School Superintendent	
Accounting	5.0
Administration	6.0
Educational Services	3.0
Total School Superintendent	**14.0**
Stadium District	
Stadium District Operations	40.2
Total Stadium District	**40.2**
TOTAL COMMUNITY RESOURCES	**904.1**

Community & Economic Development Admin

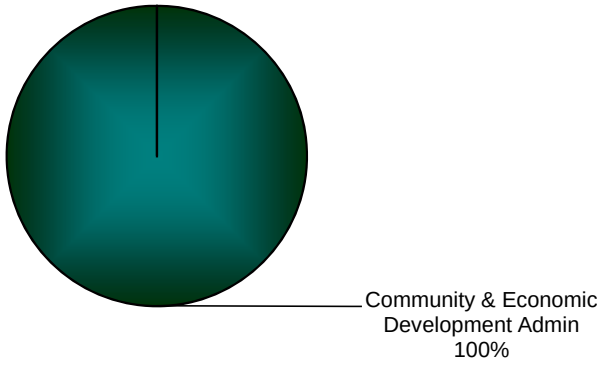
Expenditures: 636,214 **Revenues:** 0

4.3

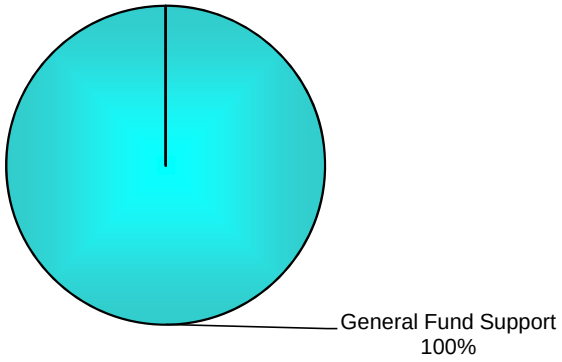
Function Statement: Enhance the economic and cultural well-being of Pima County constituents with particular focus on improving the status of the economically disadvantaged and to meet and report performance and fiscal requirements of federal, state, and private grantors. Provide support to the Community 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 Administration

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Administration	392,378	532,319	636,214
Total Expenditures	**392,378**	**532,319**	**636,214**
Funding by Source			
Revenues			
Administration	12	-	-
Total Revenues	**12**	**-**	**-**
General Fund Support	392,366	532,319	636,214
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**392,378**	**532,319**	**636,214**
Staffing (FTEs) by Program			
Administration	4.0	3.3	4.3
Total Staffing (FTEs)	**4.0**	**3.3**	**4.3**

Program Summary

Department: **Community & Economic Development Administration**

Program: **Administration**

Function

Enhance the economic and cultural well-being of Pima County constituents with particular focus on improving the status of the economically disadvantaged. Engage and support new and expanding employers. Meet and report performance and fiscal requirements of federal, state and private grantors. Provide support to the Community Development & Neighborhood Conservation, Community Services, Employment & Training, Economic Development & Toursim, Kino Sports Complex Departments and the Pima County Public Library and Stadium Districts.

Description of Services

Provide policy direction, 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; and leased property contract administration and marketing.

Program Goals and Objectives

- Increase department operating efficiencies
- Continue Employee Combined Appeal Program (ECAP) funding
- Increase annual service goals in each department/program for the next five years
- Assist to implement new County Economic Development Plan
- Expand tourism
- Complete Kino Stadium Professional Soccer Complex

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Procedures to increase efficiency reviewed	yes	yes	yes
ECAP contributions continued	yes	yes	yes
Annual service goals in each department increased	yes	yes	yes
Participation in implementation of new County Economic Development Plan	n/a	n/a	yes
Major league soccer spring training at Kino Stadium Professional Soccer Complex	n/a	n/a	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	266,057	295,808	403,956
Operating Expenses	126,321	236,511	232,258
Total Program Expenditures	**392,378**	**532,319**	**636,214**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	12	-	-
Operating Revenue Sub-Total	**12**	**-**	**-**
General Fund Support	392,366	532,319	636,214
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**392,378**	**532,319**	**636,214**
Program Staffing FTEs	**4.0**	**3.3**	**4.3**

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Community Development & Neighborhood Conservation

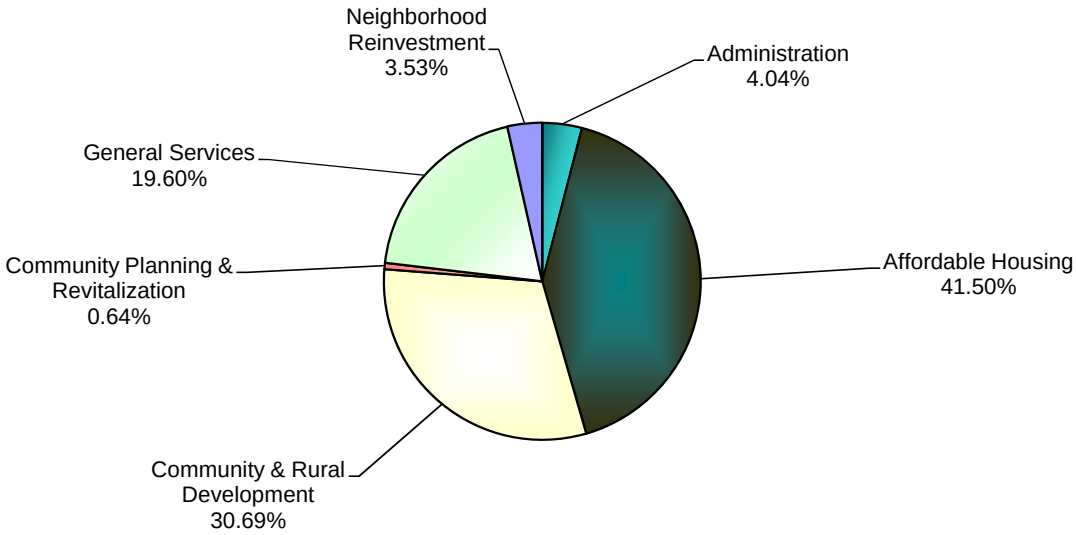
Expenditures: 12,358,160 **Revenues:** 7,526,087

25.6

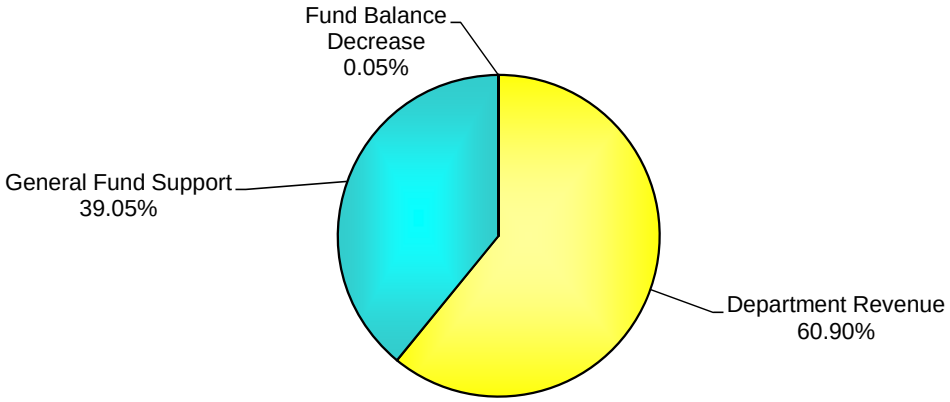
Function Statement: Enhance the economic welfare of inhabitants of Pima County by: promoting an improved human service delivery system; supporting regional planning and cooperative arrangements to address priority issues; promoting intergovernmental and community collaboration; addressing critical human 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 Development & Neighborhood Conservation

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Administration	329,918	368,244	499,781
Affordable Housing	10,393,444	9,722,908	5,127,249
Community & Rural Development	4,658,937	4,698,013	3,793,183
Community Planning & Revitalization Division	662,593	-	79,420
General Services	2,288,645	2,201,500	2,422,761
Neighborhood Reinvestment	318,145	317,990	435,766
Total Expenditures	**18,651,682**	**17,308,655**	**12,358,160**
Funding by Source			
Revenues			
Administration	(17,176)	-	-
Affordable Housing	10,665,178	9,419,704	4,848,201
Community & Rural Development	3,726,778	3,195,094	2,498,525
Community Planning & Revitalization Division	916,980	34,672	79,361
General Services	7,640	-	-
Neighborhood Reinvestment	7,710	-	100,000
Total Revenues	**15,307,110**	**12,649,470**	**7,526,087**
General Fund Support	4,428,206	4,693,857	4,826,083
Net Operating Transfers In/(Out)	(429,630)	(286,760)	-
Fund Balance Decrease/(Increase)	(654,004)	252,088	5,990
Other Funding Sources	-	-	-
Total Program Funding	**18,651,682**	**17,308,655**	**12,358,160**
Staffing (FTEs) by Program			
Administration	4.2	3.4	5.6
Affordable Housing	11.5	13.3	8.0
Community & Rural Development	9.0	7.3	8.0
Community Planning & Revitalization Division	1.6	-	-
Neighborhood Reinvestment	6.3	4.3	4.0
Total Staffing (FTEs)	**32.6**	**28.3**	**25.6**

Program Summary

Department: **Community Development & Neighborhood Conservation**

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 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 for the County Administrator and the Board of Supervisors. Responsible for oversight of County appointed Committees and Commissions which directly relate to the department.

Program Goals and Objectives

- Increase public information, knowledge, and access to programs and services funded through the department
  - Improve the departmental website with links to agencies based on programs and services
  - Provide quarterly departmental newsletters and programmatic reports highlighting grantee accomplishments and best practices
- Develop policies to enhance citizen participation to increase transparency and accountability
  - Require all divisons to engage with citizen groups in target communities
  - Utilize website for program reports and funding opportunities
  - Participate in organized groups representing interest of rural areas
- Promote staff in leadership roles within the local community and regional area in both planning and capacity development with non-profits, businesses, and governmental entities in order to respond to current needs
  - Encourage staff to participate in local, regional, state, and national committees and focus groups
  - Initiate planning activites throughout the County to determine current issues and needs
- Maximize department resources through appropriate collaborations with County departments
  - Identify opportunities to leverage funds with other County departments for greater community and economic development
- Pursue opportunities and resources for funding programs and initiate cooperative efforts with other jurisdictions and community partners at the local, regional and state level
  - Emphasize cooperative grant development on a regional basis to provide maximum benefit when applying for new resources

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Strategies developed and implemented to identify needs and promote awareness of community resources	3	3	2
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	3
Capacity building training sessions provided to community organizations	3	2	2
Grants received to supplement lost federal funds	n/a	3	4

Program Summary

Department: **Community Development & Neighborhood Conservation**

Program: **Administration**

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	250,401	222,714	312,154
Operating Expenses	79,517	145,530	172,127
Capital Equipment > $5,000	-	-	15,500
Total Program Expenditures	**329,918**	**368,244**	**499,781**
Program Funding by Source			
Miscellaneous Revenue	(17,176)	-	-
Operating Revenue Sub-Total	**(17,176)**	**-**	**-**
General Fund Support	347,094	368,244	499,781
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**329,918**	**368,244**	**499,781**
Program Staffing FTEs	**4.2**	**3.4**	**5.6**

Program Summary

Department: **Community Development & Neighborhood Conservation**

Program: **Affordable Housing**

Function

Provide leadership and support to Pima County residents in addressing critical needs, sustainability, stabilization, and preservation of affordable housing. Expand affordable housing to include home ownership and rental opportunities. Provide access to sustainable long term affordable housing to low and moderate income residents through education and resource sharing of new and existing initiatives and opportunities that become available. Develop programs and partnerships that will enhance and expand the services provided by the Pima County Housing Center.

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. Monitor for compliance and manage housing programs that include but are not limited to: Home Investments Partnership (HOME), Neighborhood Stabilization Program 1 (NSP1), General Obligation Bond Funds for Affordable Housing Program, and the Housing Trust Fund. Continue working with Pima County Foreclosure Prevention/Recovery Coalition to assist with keeping County residents in their homes thus preventing foreclosures and predatory lending. Collaborate with US Department of Housing and Urban Development (HUD) approved counseling agencies and other community stakeholders in creating affordable housing programs and initiatives.

Program Goals and Objectives

- Provide staff support to the Pima County Housing Commission to ensure affordable housing strategies and goals for all housing related programs approved by the Board of Supervisors are implemented
  - Provide requested reports, materials, and analysis
- Increase home ownership opportunities for low income residents of Pima County
  - Administer grants and programs that provide support for home ownership
- Preserve, rehabilitate, and develop affordable rentals and owner occupied homes to meet green sustainability standards
  - Administer grants and programs that support energy efficient affordable rentals
- Continue to respond to the foreclosure/default crisis affecting Pima County homeowners by maintaining effective partnerships and collaborations with the private and nonprofit sectors to address key issues that impede housing opportunities for residents
  - Work with community collaboratives which focus on mitigating the effects of foreclosures throughout the County
- Provide an analysis of community needs, emerging needs, and barriers to services for affordable housing and quality of life issues for urban and rural residents
  - Conduct need assessment and community analysis related to barriers to affordable housing
- Assist interdepartmental staff with the development of a Pima County General Plan that will include a comprehensive affordable housing and community development component

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
New housing development projects approved	1	1	2
Housing center clients served	2,250	2,300	2,800
New housing construction units produced	27	30	30
New home buyers down payment support	140	70	50
Rental units produced	0	15	60
Housing center forums, workshops, meetings presented	30	60	65
Roadway development impact fee waivers granted	0	60	70
Foreclosure notifications within Pima County	9,953	8,200	6,000
Foreclosure prevention outreach/referrals	320	450	300

Program Summary

Department: **Community Development & Neighborhood Conservation**

Program: **Affordable Housing**

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	728,468	784,229	684,578
Operating Expenses	9,664,976	8,938,679	4,442,671
Total Program Expenditures	**10,393,444**	**9,722,908**	**5,127,249**
Program Funding by Source			
Revenues			
Intergovernmental	10,415,326	9,419,704	4,828,201
Miscellaneous Revenue	249,507	-	20,000
Investment Earnings	345	-	-
Grant Revenue Sub-Total	**10,665,178**	**9,419,704**	**4,848,201**
General Fund Support	310,374	303,204	275,634
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(582,108)	-	3,414
Other Funding Sources	-	-	-
Total Program Funding	**10,393,444**	**9,722,908**	**5,127,249**
Program Staffing FTEs	**11.5**	**13.3**	**8.0**

Program Summary

Department: **Community Development & Neighborhood Conservation**

Program: **Community & Rural Development**

Function

Promote development of capital infrastructure. Improve critical housing and supportive service delivery to youth, seniors, first time homebuyers, special populations, and those in need including the homeless. Provide cultural, recreational, health/fire safety, and social services. Implement economic development initiatives and revitalize slum and blight in targeted communities via improvements to real property. Ensure that activities benefit low and moderate income communities within South Tucson, Marana, and unincorporated Pima County which include federally designated community target areas and Colonias, Neighborhood Revitalization Strategy Areas (NRSA), and other identified highly stressed neighborhoods and communities.

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 primarily located outside the City of Tucson. Provide grants to local governments and nonprofit community agencies to increase, improve, and add specified new services especially in economically disadvantaged and highly stressed neighborhoods 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. Provide economic and redevelopment activities in highly stressed neighborhoods and rural communities including but not limited to micro enterprise loans, commercial facade improvements, and Brownfields revitalization.

Program Goals and Objectives

- Provide public community facilities in low income rural areas and highly stressed neighborhoods
  - Review applications for funding community facilities and determine most effective investment of federal funds in underserved target areas
- Provide infrastructure improvements in low income rural areas and highly stressed neighborhoods
  - Review requests for funding and work with other County departments to identify, maximize, and leverage available resources
  - Determine highest priority needs
- Rehabilitate owner occupied homes for eligible elderly/disabled/low income clients
  - Determine the number of houses which can be rehabilitated
  - Monitor budgets and reports
- Promote economic development initiatives in low income rural areas and highly stressed neighborhoods
  - Collaborate with rural entities and community leadership to determine needs for economic development initiatives and capacity for implementation
- Identify and implement programs which promote the revitalization of slum and blighted areas including Brownfields sites
- Maximize and leverage existing funds to provide gap financing and generate program income as appropriate

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Homeless prevention financial assistance and case management	$5,500	$5,500	$5,500
Homeless shelter services	$7,500	$7,500	$7,500
Public facilities improved	13	11	14
Infrastructure projects funded	3	6	3
Houses rehabilitated and weatherized	284	225	220
Public services provided	15	17	10
Economic development initiatives funded	0	1	2
Brownfields (environmental site assessments or cleanups)	29	5	5
Demolition and clearance	0	3	3

Program Summary

Department: **Community Development & Neighborhood Conservation**

Program: **Community & Rural Development**

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	624,672	495,027	573,237
Operating Expenses	4,034,265	4,197,986	3,219,946
Capital Equipment > $5,000	-	5,000	-
Total Program Expenditures	**4,658,937**	**4,698,013**	**3,793,183**
Program Funding by Source			
Revenues			
Intergovernmental	10,000	-	-
Miscellaneous Revenue	210,651	-	-
Operating Revenue Sub-Total	**220,651**	**-**	**-**
Revenues			
Intergovernmental	3,417,335	3,195,094	2,438,525
Miscellaneous Revenue	88,792	-	60,000
Grant Revenue Sub-Total	**3,506,127**	**3,195,094**	**2,498,525**
General Fund Support	1,172,085	1,502,919	1,292,141
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(239,926)	-	2,517
Other Funding Sources	-	-	-
Total Program Funding	**4,658,937**	**4,698,013**	**3,793,183**
Program Staffing FTEs	**9.0**	**7.3**	**8.0**

Program Summary

Department: **Community Development & Neighborhood Conservation**

Program: **Community Planning & Revitalization Division**

Function

Administer the Neighborhood Stabilization Program 2 (NSP2) Grant. Provide leadership, support, and oversight for the $22.1 million grant funded from the American Recovery and Reinvestment Act. Conduct the closing of the NSP2 Grant which ended in February 2013. Administer the remaining income earned from the grant which remains the responsibility of Pima County as grantee. Provide support for County-wide activities involving community revitalization and planning.

Description of Services

Operate and staff the Pima Neighborhood Investment Partnership (PNIP) office. Work with the sub-grantees, the city of Tucson, and seven non-profit agencies to provide support for activities which include acquisition of foreclosed properties, redevelopment of vacant land, land banking, and demolition of blighted structures. Oversee sub-grantee performance, grant and contract compliance, and program reporting. Administer two Environmental Protection Agency (EPA) Brownfields Grants targeted to Flowing Wells and Ajo. Provide support, planning, and reporting on other grant funded activities for Home Investment Partnership (HOME), Supportive Housing Program (SHP), Supportive Housing Program - Homeless Management Information System (SHP-HMIS), and Housing Opportunities for People with AIDS (HOPWA).

Program Goals and Objectives

- Prepare report on NSP2 accomplishments to the federal government, local community, and partners
  - Maintain timely and accurate reporting to HUD and the PNIP Consortium
  - Provide report on NSP2 accomplishments, effective strategies, and recommendations for future investments
- Close out NSP2 grant successfully to include completion of grant requirements
  - Work with Finance Grants staff to ensure timely closure of projects
  - Develop methodology for future monitoring and grant compliance
- Develop and implement strategies to monitor ongoing investment of program income
  - Develop and implement strategies with NSP sub-grantees
- Provide technical assistance and reports for staff
  - Assess staff needs for technical assistance and training
  - Direct staff development to increase knowledge and skills
- Work with department staff to develop and implement community and economic development strategy
  - Target PNIP area
- Communicate and coordinate activities with five neighborhoods in the targeted PNIP area
  - Participate in neighborhood based meetings to engage citizens and coordinate with existing service providers

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Homes built and sold by sub-grantees	20	72	20
Foreclosed homes purchased and resold or rented by sub-grantees	40	100	20
Community or partnership meetings	257	150	50

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	(30,171)	-	28,920
Operating Expenses	692,764	-	50,500
Total Program Expenditures	**662,593**	**-**	**79,420**
Program Funding by Source			
Revenues			
Intergovernmental	857,152	34,672	79,361
Miscellaneous Revenue	59,828	-	-
Grant Revenue Sub-Total	**916,980**	**34,672**	**79,361**

Program Summary

Department: **Community Development & Neighborhood Conservation**

Program: **Community Planning & Revitalization Division**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(254,387)	(34,672)	59
Other Funding Sources	-	-	-
Total Program Funding	**662,593**	**-**	**79,420**
Program Staffing FTEs	**1.6**	**-**	**-**

Program Summary

Department: **Community Development & Neighborhood Conservation**

Program: **General Services**

Function

Administer County General Funds provided to nonprofit agencies that have successfully completed a community review process and were determined to be qualified to deliver basic needs for individuals and families.

Description of Services

Work with community agencies to identify programming 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 services which benefit Pima County residents
  - Ensure a community planning process is followed to determine priority services
- Provide services to vulnerable populations throughout Pima County
  - Target funding to identify services that reach vulnerable populations
- Provide technical assistance and training to non-profit agencies that are receiving funds
  - Determine which agencies are lacking organizational capacity and at what level assistance can be provided in order to ensure program and contract compliance
- Provide community education regarding programs, services, and access to services
  - Identify effective outreach methods to promote the programs and services funded

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Emergency food and clothing grants provided	9	6	6
Community support grants clients served	6,690	1,919	1,919
General services grants provided	24	24	26
General services grants clients served	19,233	15,010	17,000
Emergency food and clothing clients served	12,424	20,239	20,239
Senior service grants provided	10	9	9
Senior service clients served	1,316	692	692
Support services, shelter, domestic violence grants provided	19	8	8
Support services, shelter, domestic violence clients served	6,871	6,466	6,466
Youth, young adult, and family support grants provided	28	25	25
Youth, young adult, and family support grants clients served	10,794	5,165	5,165
Community support grants provided	7	5	5

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	127	-	-
Operating Expenses	2,288,518	2,201,500	2,422,761
Total Program Expenditures	**2,288,645**	**2,201,500**	**2,422,761**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	7,640	-	-
Operating Revenue Sub-Total	**7,640**	**-**	**-**

Program Summary

Department: **Community Development & Neighborhood Conservation**

Program: **General Services**

General Fund Support	2,281,005	2,201,500	2,422,761
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,288,645**	**2,201,500**	**2,422,761**

Program Summary

Department: **Community Development & Neighborhood Conservation**

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

- Deliver essential services which benefit Pima County residents
  - Regularly attend meetings within identified neighborhoods to provide technical assistance and support in establishing goals
- Provide services to vulnerable populations throughout Pima County
  - Work with informal neighborhood groups to help develop capacity for broad participation and collective decision making
- Provide technical assistance and training to non-profit agencies receiving funds
  - Determine appropriate level of technical assistance needed
- Provide community education regarding programs, services, and access to services
  - Assess neighborhoods knowledge of conducting community plans and provide technical assistance and support

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Community outreach events held	30	36	36
Projects completed	9	4	4
Evaluations completed	10	15	20

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	302,616	290,190	304,366
Operating Expenses	15,529	27,800	131,400
Total Program Expenditures	**318,145**	**317,990**	**435,766**
Program Funding by Source			
Revenues			
Intergovernmental	-	-	100,000
Miscellaneous Revenue	5,000	-	-
Investment Earnings	2,710	-	-
Other Special Revenue Total	**7,710**	**-**	**100,000**
General Fund Support	317,648	317,990	335,766
Net Operating Transfers In/(Out)	(429,630)	(286,760)	-
Fund Balance Decrease/(Increase)	422,417	286,760	-
Other Funding Sources	-	-	-
Total Program Funding	**318,145**	**317,990**	**435,766**
Program Staffing FTEs	**6.3**	**4.3**	**4.0**

Community Development & Neighborhood Conservation

Adopted Funding for Outside Agencies

Agency	Funding	
Visit Tucson	$3,270,000	(1)
Tucson Regional Economic Opportunities, Inc.	450,000	(2)
JobPath	431,473	(2)
Community Food Bank, Inc.	406,865	
Pima Association of Governments	298,000	(3)
Pima Council on Aging	267,076	
Our Family Services, Inc.	189,500	
Catholic Community Services of Southern Arizona, Inc. (dba Pio Decimo Center)	166,761	
El Rio Santa Cruz Neighborhood Health Center for El Pueblo Health Center	166,506	
Southern Arizona AIDS Foundation	140,500	
Emerge! Center Against Domestic Abuse	128,500	
Tucson Pima Arts Council	113,236	(2)
Tucson Urban League, Inc.	94,500	
Primavera Foundation	89,000	
Metropolitan Education Commission	83,878	
United Way - ECAP	73,893	(4)
Southern Arizona Legal Aid, Inc. (SALA)	65,000	
Youth on Their Own	65,000	
Catalina Community Services	63,500	
San Ignacio Yaqui Council, Inc.	61,000	
New Beginnings for Women & Children	60,000	
University of Arizona, Pima County Cooperative Extension	58,806	
Child and Family Resources, Inc.	58,396	
Interfaith Community Services (ICS)	58,000	
Wingspan	53,500	
Catholic Community Services, St. Elizabeth Clinic	50,000	
Pima County Community Land Trust	50,000	
Arivaca Coordinating Council/Human Resource Group, Inc.	49,000	
Southern Arizona Buffelgrass Coordination Center, Inc.	48,265	
International Sonoran Desert Alliance (ISDA)	48,000	
University of Arizona, Board of Regents	46,110	
Arizona Children's Association-Las Familias Children's Abuse Treatment	46,000	
Administration of Resources & Choices	45,500	
Habitat for Humanity	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)
LULAC Youth Conference	36,000	(4)
Catholic Community Services (dba Community Outreach Program for the Deaf)	34,500	
TMM Family Services, Inc.	33,500	
Ajo Chamber of Commerce	30,634	(2)
Open Inn, Inc.	30,500	
Tu Nidito Children and Family Services	30,000	
Casa de los Ninos	29,500	
El Tour (Perimeter Bicycling)	26,063	(2)
ITN Greater Tucson	25,000	
Luke's in the Desert, Inc. (dba St. Luke's Home)	25,000	
Tucson Meet Yourself	25,000	

Community Development & Neighborhood Conservation

Adopted Funding for Outside Agencies

Agency	Funding	
Sahuaro Girl Scout Council, Inc. (SGSC)	22,500	
Mobile Meals of Tucson, Inc.	22,500	
Humane Borders	22,000	(4)
Rise LLC	21,500	
Pima Prevention Partnership - Teen Court	20,500	
Arizona Youth Partnership	20,000	
La Frontera Community Services	20,000	
Community Food Bank - Caridad de Porres	18,500	
Young Women's Christian Association of Tucson	18,000	
Green Valley Assistance Services, Inc.	17,500	
Non-Profit Industries	17,400	
Chicanos Por la Causa, Inc.	17,000	
United Way of Tucson and Southern AZ	16,693	
International Rescue Committee, Tucson Office	15,000	
One on One Mentoring	15,000	
Southwest Fair Housing Council	15,000	
Santa Cruz Valley Heritage Alliance	15,000	(2)
City of Tucson - Tucson Pima Historical Commission	8,179	
Total	**$ 8,187,972**	

(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.

(4) Contract budgeted and administered by Community and Economic Development Administration.

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Community Services, Employment & Training

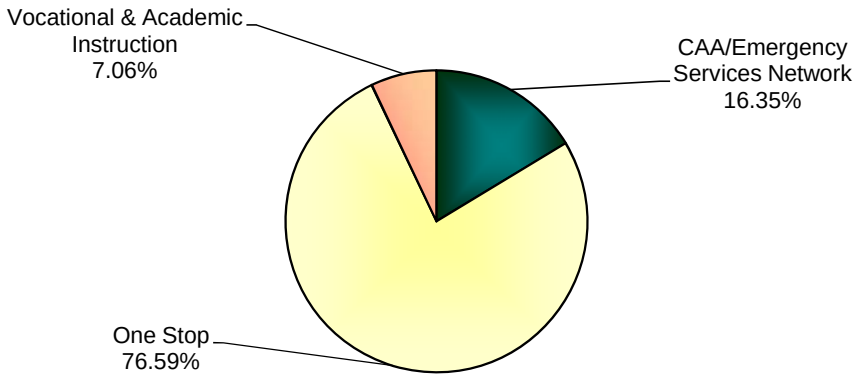
Expenditures: 22,676,404 **Revenues:** 16,559,659

154.6

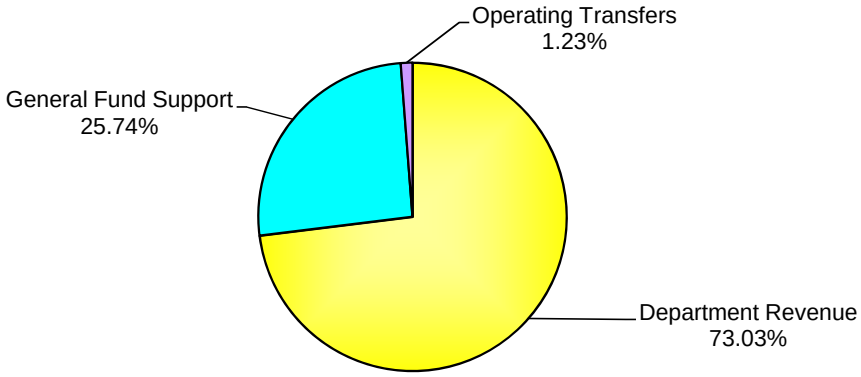
Function Statement: Improve the economic and social sustainability of Pima County by: developing skilled workers; assisting employers to meet workforce needs; mitigating the impact of layoffs through employment services; addressing basic housing needs of low income individuals; helping youth develop 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 Services, Employment & Training

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
CAA Emergency Services Network	3,309,630	3,989,443	3,707,224
One Stop	16,662,863	19,611,400	17,368,794
Teen Health	3	-	-
Vocational and Academic Instruction	1,265,093	1,308,809	1,600,386
Total Expenditures	**21,237,589**	**24,909,652**	**22,676,404**
Funding by Source			
Revenues			
CAA Emergency Services Network	3,792,383	3,555,504	3,505,072
One Stop	10,468,227	14,227,919	11,758,116
Teen Health	38	-	-
Vocational and Academic Instruction	886,347	1,052,174	1,296,471
Total Revenues	**15,146,995**	**18,835,597**	**16,559,659**
General Fund Support	5,772,089	5,794,987	6,081,260
Net Operating Transfers In/(Out)	454,070	279,068	279,068
Fund Balance Decrease/(Increase)	(135,565)	-	(243,583)
Other Funding Sources	-	-	-
Total Program Funding	**21,237,589**	**24,909,652**	**22,676,404**
Staffing (FTEs) by Program			
CAA Emergency Services Network	10.0	12.0	15.5
One Stop	113.3	102.3	116.2
Vocational and Academic Instruction	18.0	21.6	22.9
Total Staffing (FTEs)	**141.3**	**135.9**	**154.6**

Note: Effective fiscal year 2010/2011 the Teen Health program is budgeted in Health Services.

Program Summary

Department: **Community Services, Employment & Training**

Program: **CAA Emergency Services Network**

Function Statement

Combat poverty and provide a safety net of basic services for low-income individuals and families in Pima County. Connect immediate assistance with case management and additional resources to promote self-sufficiency and economic independence.

Description of Services

Operates a community emergency assistance network to eliminate duplication of services. Basic needs services are provided in partnership with nine community non-profit and rural community service agencies which comprise the Emergency Services Network (ESN). The Community Action Agency (CAA) provides these services directly as well as contracting with each agency in the ESN to provide the services. The CAA also administers a process under Community Development Block Grant funds to award grants for non-profit and rural agencies to provide community services. The program funds programs that have a measurable impact on the causes of poverty in Pima County and that produce measurable outcomes. Grants are made 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 and 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Households receiving utility discounts	6,101	7,500	7,500
Households receiving emergency rent, mortgage, or utility assistance	3,991	4,025	4,050

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	452,124	425,165	741,942
Operating Expenses	2,857,506	3,564,278	2,965,282
Total Program Expenditures	**3,309,630**	**3,989,443**	**3,707,224**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	540	-	-
Operating Revenue Sub-Total	**540**	**-**	**-**
Revenues			
Intergovernmental	3,502,817	3,555,504	3,505,072
Miscellaneous Revenue	288,906	-	-
Investment Earnings	120	-	-
Grant Revenue Sub-Total	**3,791,843**	**3,555,504**	**3,505,072**

Program Summary

Department: **Community Services, Employment & Training**

Program: **CAA Emergency Services Network**

General Fund Support	157,409	154,871	196,873
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(640,162)	279,068	5,279
Other Funding Sources	-	-	-
Total Program Funding	**3,309,630**	**3,989,443**	**3,707,224**
Program Staffing FTEs	**10.0**	**12.0**	**15.5**

Program Summary

Department: **Community Services, Employment & Training**

Program: **One Stop**

Function Statement

Promote economic development by ensuring a skilled workforce. Support a healthy business climate by assisting local employers to find and train qualified workers. Reduce poverty and unemployment by helping 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. Services are coordinated through the One Stop Program but delivered through a network of more than 50 organizations ranging from community based non-profit organizations, faith based organizations to governmental agencies and proprietary trainers. Provides 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. The One Stop Program also works 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 incomes of Pima County citizens through job placement, job training, increased educational attainment, increased earning power, increased awareness of career pathways, and focus on quality jobs and livable wages
- Prepare and stablize workforce to meet industry needs and support job growth

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Average wage at placement	$13	$12	$13
Job seekers served	15,682	13,584	15,000
Employers served	773	700	750
Placed into unsubsidized employment (or college if under 21)	81%	85%	85%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	4,362,149	4,284,409	5,046,724
Operating Expenses	12,292,305	15,326,991	12,322,070
Capital Equipment > $5,000	8,409	-	-
Total Program Expenditures	**16,662,863**	**19,611,400**	**17,368,794**
Program Funding by Source			
Miscellaneous Revenue	5,338	-	-
Operating Revenue Sub-Total	**5,338**	**-**	**-**
Revenues			
Intergovernmental	10,426,504	14,221,919	11,758,116
Miscellaneous Revenue	36,385	6,000	-
Grant Revenue Sub-Total	**10,462,889**	**14,227,919**	**11,758,116**

Program Summary

Department: **Community Services, Employment & Training**

Program: **One Stop**

General Fund Support	5,414,675	5,383,481	5,586,716
Net Operating Transfers In/(Out)	279,070	279,068	279,068
Fund Balance Decrease/(Increase)	500,891	(279,068)	(255,106)
Other Funding Sources	-	-	-
Total Program Funding	**16,662,863**	**19,611,400**	**17,368,794**
Program Staffing FTEs	**113.3**	**102.3**	**116.2**

Program Summary

Department: **Community Services, Employment & Training**

Program: **Vocational and Academic Instruction**

Function Statement

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

Operates 3 locations of 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

- Engage out-of-school youth in education and assist them to attain a high school diploma
- Provide low-skilled at-risk youth the necessary competencies to obtain sustainable employment

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Students who attain a high school diploma	51	60	60
Students placed in employment	83	75	90

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	987,865	1,051,844	1,155,639
Operating Expenses	277,228	256,965	444,747
Total Program Expenditures	**1,265,093**	**1,308,809**	**1,600,386**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	2,300	-	-
Operating Revenue Sub-Total	**2,300**	**-**	**-**
Revenues			
Intergovernmental	883,410	1,052,174	1,296,471
Miscellaneous Revenue	637	-	-
Grant Revenue Sub-Total	**884,047**	**1,052,174**	**1,296,471**
General Fund Support	200,040	256,635	297,671
Net Operating Transfers In/(Out)	175,000	-	-
Fund Balance Decrease/(Increase)	3,706	-	6,244
Other Funding Sources	-	-	-
Total Program Funding	**1,265,093**	**1,308,809**	**1,600,386**
Program Staffing FTEs	**18.0**	**21.6**	**22.9**

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County Free Library

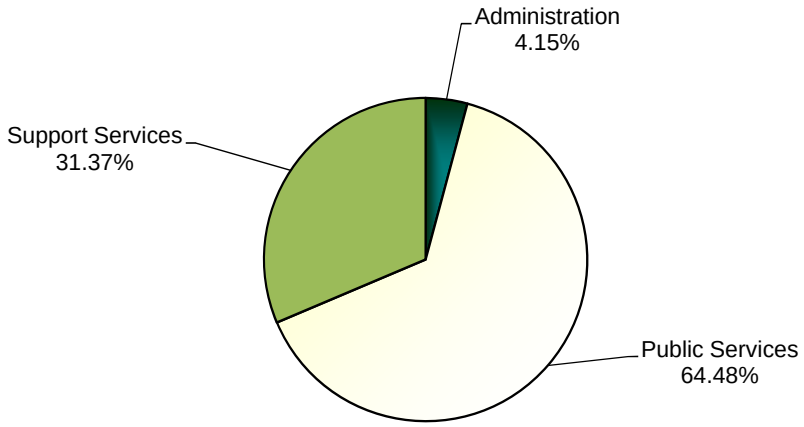
Expenditures: 35,305,000 **Revenues:** 30,123,438

405.2

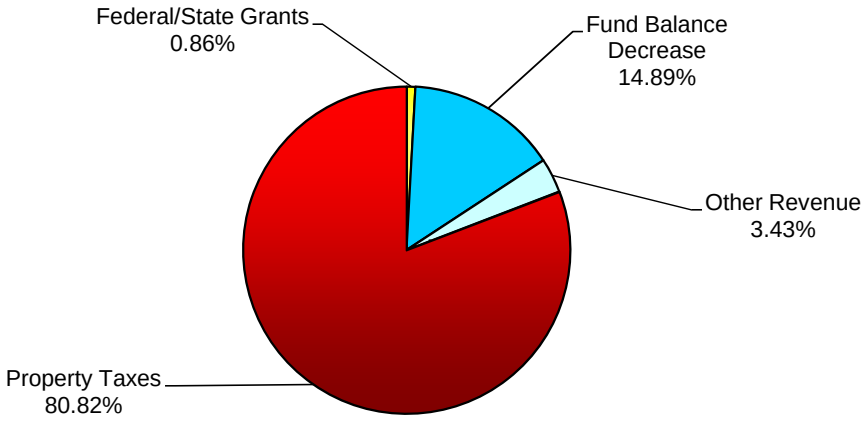
Function Statement: Provide Pima County residents with free and equitable access to the information resources needed for full participation in the community and for the enrichment of individual lives.

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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Administration	3,500,497	3,281,866	1,466,253
Public Services	20,613,467	21,433,749	22,762,131
Support Services	7,868,156	9,434,385	11,076,616
Total Expenditures	**31,982,120**	**34,150,000**	**35,305,000**
Funding by Source			
Revenues			
Administration	29,404,253	28,055,219	28,603,438
Public Services	1,804,470	1,187,000	1,520,000
Support Services	2,055	-	-
Total Revenues	**31,210,778**	**29,242,219**	**30,123,438**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(102,970)	(583,767)	(89,250)
Fund Balance Decrease/(Increase)	874,312	5,491,548	5,270,812
Other Funding Sources	-	-	-
Total Program Funding	**31,982,120**	**34,150,000**	**35,305,000**
Staffing (FTEs) by Program			
Administration	5.2	10.0	9.1
Public Services	356.9	373.2	375.1
Support Services	26.0	24.8	21.0
Total Staffing (FTEs)	**388.1**	**408.0**	**405.2**

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, vision, and strategic planning to fulfill the library's mission. Deliver quality library services to residents of Pima County through the operation of 27 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. Coordinate library services with County departments.

Description of Services

Report to the County Administrator 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 partners. Ensure that library services are responsive and relevant to the communities served. Ensure that the staff is well trained, knowledgeable, and have the resources needed to do their jobs. Develop and implement marketing and community relation 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, retention, social media, websites, and ensuring that all regular staff attend 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 collaborative efforts fulfill the library's goals resulting in a positive collective community impact

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Value of library promotions in media outlets	$250,000	$250,000	$250,000
Number of partner agencies	46	46	46
Staff attending training	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	566,980	(53,220)	(1,768,294)
Operating Expenses	2,933,517	3,335,086	3,234,547
Total Program Expenditures	**3,500,497**	**3,281,866**	**1,466,253**
Program Funding by Source			
Revenues			
Property Taxes	29,274,037	28,005,219	28,603,438
Intergovernmental	7,378	-	-
Investment Earnings	122,838	50,000	-
Operating Revenue Sub-Total	**29,404,253**	**28,055,219**	**28,603,438**

Program Summary

Department: **County Free Library**

Program: **Administration**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(77,362)	(83,767)	(89,250)
Fund Balance Decrease/(Increase)	(25,826,394)	(24,689,586)	(27,047,935)
Other Funding Sources	-	-	-
Total Program Funding	**3,500,497**	**3,281,866**	**1,466,253**
Program Staffing FTEs	**5.2**	**10.0**	**9.1**

Program Summary

Department: **County Free Library**

Program: **Public Services**

Function

Provide residents with information and materials through lending services, library programs and classes, reference and information services, electronic information resources, and public access computers at the Joel D. Valdez Main Library, 26 branches, and one bookmobile. Promote workforce development and literacy for residents of all ages by providing opportunities to learn, create, and connect.

Description of Services

Contribute to an economically vital and literate community by providing access to a wide variety of information resources including books, DVDs, downloadable resources, and online information resources. Serve as community gathering places where residents come to share information, learn, and engage in the community. Provide safe, welcoming places where job seekers are able to enhance employment skills and pursue job search assistance; 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 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
- Provide the resources needed for residents of all ages 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
- Support workforce and economic development by assisting job seekers in improving job skills and finding appropriate employment

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Preschoolers attending story times	112,805	115,000	120,000
Attendees of summer reading programs	23,503	45,000	45,000
Community meeting room program attendance	142,394	142,500	143,000
Library program attendance	244,798	245,000	250,000
Website visits	3,944,452	4,100,000	4,100,000
On-line homework help provided	15,638	15,800	16,000
In person homework help provide	16,587	19,000	20,000
Computers made available for public access	566	570	580
Public computer sessions	1,256,000	1,150,000	1,150,000
Computer classes offered	3,834	3,850	3,850
Circulation of Library materials	7,391,791	7,700,000	7,750,000
E-Book download/circulation	125,329	154,745	160,000
Job seeker attendance	8,518	9,000	9,500

Program Expenditures by Object	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Personnel Services	16,363,654	17,326,849	17,815,331
Operating Expenses	4,249,813	4,106,900	4,946,800
Total Program Expenditures	**20,613,467**	**21,433,749**	**22,762,131**

Program Summary

Department: **County Free Library**

Program: **Public Services**

Program Funding by Source			
Revenues			
Intergovernmental	459,566	235,000	390,000
Fines & Forfeits	638,783	650,000	650,000
Miscellaneous Revenue	701,735	302,000	430,000
Investment Earnings	4,386	-	50,000
Operating Revenue Sub-Total	**1,804,470**	**1,187,000**	**1,520,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(25,608)	-	-
Fund Balance Decrease/(Increase)	18,834,605	20,246,749	21,242,131
Other Funding Sources	-	-	-
Total Program Funding	**20,613,467**	**21,433,749**	**22,762,131**
Program Staffing FTEs	**356.9**	**373.2**	**375.1**

Program Summary

Department: **County Free Library**

Program: **Support Services**

Function

Provide support operations needed for a branch library system including cataloging and acquisition of library materials; maintenance of library facilities; hiring, payroll processing, and management of human resources; 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Rate of retention of newly hired staff	80%	80%	80%
Percent of new library materials shipped directly to branches	92%	92%	92%
Library expenditures within budget	yes	yes	yes
Weekly submission of work orders to Facilities Management department	yes	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,363,182	1,278,177	1,095,013
Operating Expenses	6,504,974	8,156,208	9,981,603
Total Program Expenditures	**7,868,156**	**9,434,385**	**11,076,616**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	2,055	-	-
Other Special Revenue Total	**2,055**	**-**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	(500,000)	-
Fund Balance Decrease/(Increase)	7,866,101	9,934,385	11,076,616
Other Funding Sources	-	-	-
Total Program Funding	**7,868,156**	**9,434,385**	**11,076,616**
Program Staffing FTEs	**26.0**	**24.8**	**21.0**

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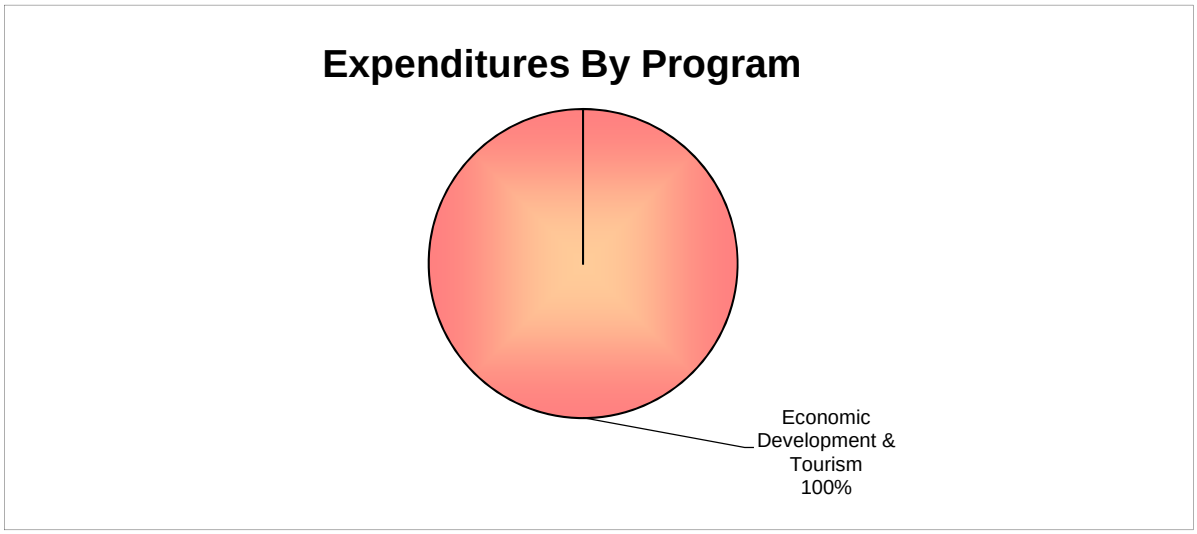
Economic Development & Tourism

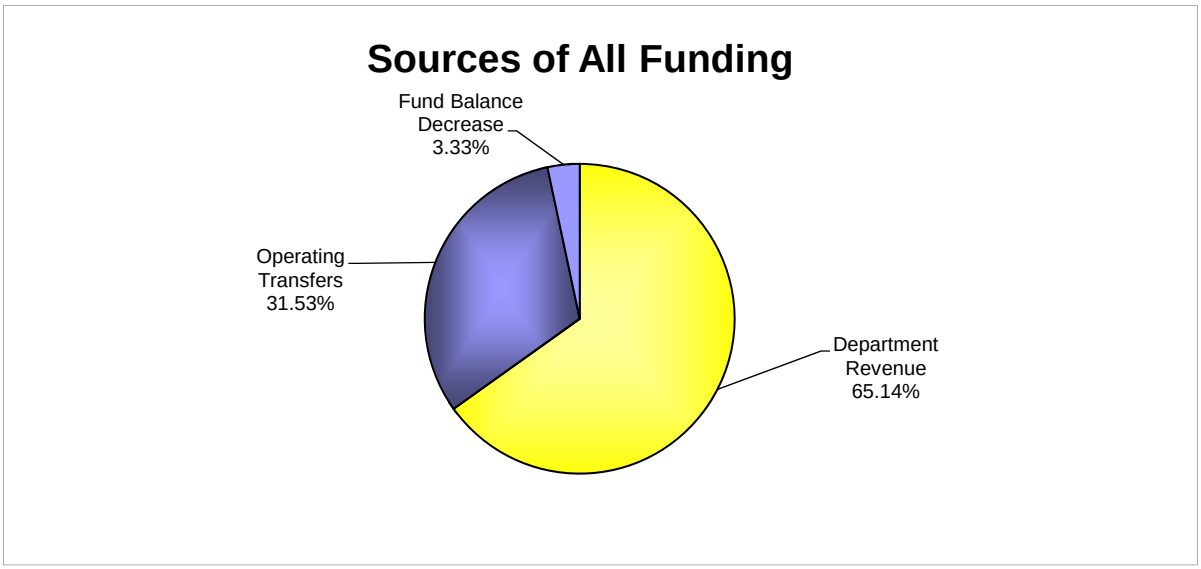
Expenditures: 2,008,463 **Revenues:** 1,308,226

FTEs 4.0

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





Department Summary by Program

Department: Economic Development & Tourism

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Economic Devel & Tourism	1,540,421	1,666,762	2,008,463
Total Expenditures	**1,540,421**	**1,666,762**	**2,008,463**
Funding by Source			
Revenues			
Economic Devel & Tourism	1,305,603	1,264,862	1,308,226
Total Revenues	**1,305,603**	**1,264,862**	**1,308,226**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	398,258	458,259	633,259
Fund Balance Decrease/(Increase)	(163,440)	(56,359)	66,978
Other Funding Sources	-	-	-
Total Program Funding	**1,540,421**	**1,666,762**	**2,008,463**
Staffing (FTEs) by Program			
Economic Devel & Tourism	3.0	4.0	4.0
Total Staffing (FTEs)	**3.0**	**4.0**	**4.0**

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. Promote the quality of life in the region in order to create potential growth in business, leisure, corporate business, and sports travel.

Description of Services

Act as primary liaison with the business, academic, tourism and sports communities to enhance the economic well-being of the region. Provide contract oversight; business development with Tucson Regional Economic Opportunities (TREO), small business assistance organizations, and Ajo community and economic development 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 agencies in Pima County. Collaborate with the Pima County Stadium District and Natural Resources Park and Recreational personnel and its business and promotional partners in marketing and business strategies for the Kino Sports Complex and other public special event facilities.

Program Goals and Objectives

- Coordinate Pima County's economic development resources
  - Concentrate on collaborative community efforts in business and job creation, business retention and expansion and increased tourism, sports, and cultural development which enhance the quality of life
- Develop annual comprehensive tourism promotion marketing plans
  - Partnership with Visit Tucson, 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
- Assist the leased properties in revenue enhancement
  - Initiatiate and develop optional use concepts for County leased property attractions
- Develop partnerships with public and private organizations
  - Involve organizations in economic development, tourism, and cultural development
- Develop and execute marketing initiatives of the Kino Sports Complex(KSC) and Natural Resources Parks & Recreation (NRPR) in collaboration with the Pima County Stadium District and Parks Department
  - Increase the number of special events and revenue producing activities at KSC and other County facilities
- Assist Natural Resources Parks & Recreation
  - Develop trails and other natural resources throughout Pima County including bike and multi-use river loops
- Collaborate with the University of Arizona (UA) Science College and other UA departments
  - Develop a GeoTourism plan impacting local/visitors to the region

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Increase in major events held	2	6	3
Number of new sponsored events	2	2	2
Collaborative marketing agreements developed	2	2	3
Promotional technical assistance provided	15	15	20
Additional uses developed for leased properties	1	2	3
Increase in business and leisure travelers	2%	3%	5%

Program Summary

Department: **Economic Development & Tourism**

Program: **Economic Development & Tourism**

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	325,415	388,836	424,534
Operating Expenses	1,215,006	1,277,926	1,583,929
Total Program Expenditures	**1,540,421**	**1,666,762**	**2,008,463**
Program Funding by Source			
Revenues			
Intergovernmental	1,009,883	1,017,600	1,046,400
Miscellaneous Revenue	293,702	246,262	260,326
Investment Earnings	2,018	1,000	1,500
Other Special Revenue Sub-Total	**1,305,603**	**1,264,862**	**1,308,226**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	398,258	458,259	633,259
Fund Balance Decrease/(Increase)	(163,440)	(56,359)	66,978
Other Funding Sources	-	-	-
Total Program Funding	**1,540,421**	**1,666,762**	**2,008,463**
Program Staffing FTEs	**3.0**	**4.0**	**4.0**

Kino Sports Complex

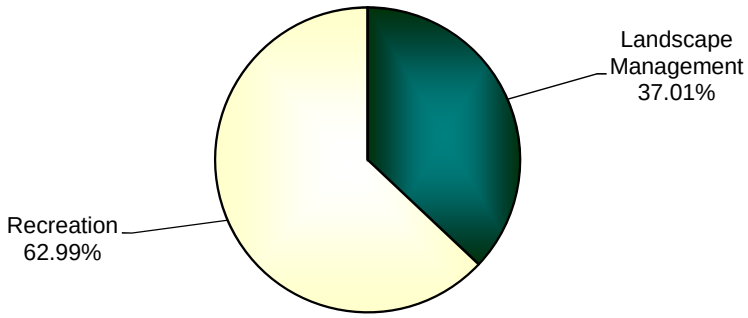
Expenditures: 1,086,349 **Revenues:** 112,090

FTEs 7.0

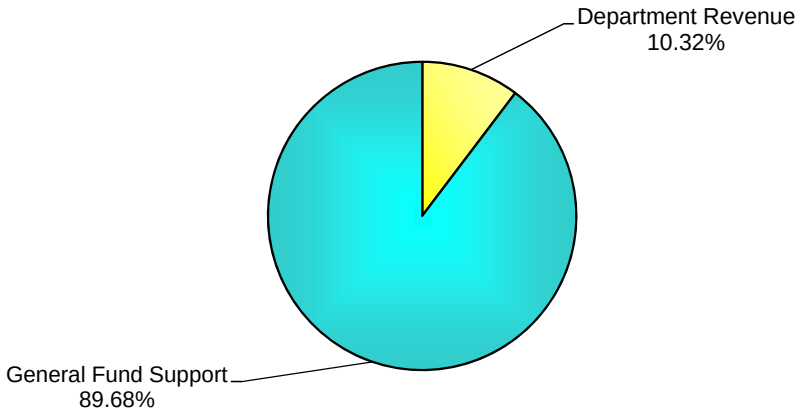
Function Statement: Improve the quality of life for residents of Pima County by providing a variety of cultural and recreational services through various facilities operated by Pima County.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Kino Sports Complex

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Landscape Management	232,041	353,112	402,100
Recreation	491,655	722,936	684,249
Total Expenditures	**723,696**	**1,076,048**	**1,086,349**
Funding by Source			
Revenues			
Landscape Management	37,653	33,727	27,090
Recreation	102,385	-	85,000
Total Revenues	**140,038**	**33,727**	**112,090**
General Fund Support	583,658	1,042,321	974,259
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**723,696**	**1,076,048**	**1,086,349**
Staffing (FTEs) by Program			
Landscape Management	4.4	4.5	4.0
Recreation	11.4	2.5	3.0
Total Staffing (FTEs)	**15.8**	**7.0**	**7.0**

Program Summary

Department: **Kino Sports Complex**

Program: **Landscape Management**

Function

Provide safe and aesthetically pleasing landscapes at Sam Lena Park, the Mulcahy YMCA at Kino Veterans Memorial Community Center, Willie Blake Park, and various County departments.

Description of Services

Maintain turf, decomposed granite, irrigation, trees, shrubs, and groundcover. Provide litter removal, sports field maintenance, and pathway/parking lot sweeping. Provide maintenance of restrooms, ramadas, ball fields, fencing, grafitti abatement, exercise paths, and ball field and security lighting.

Program Goals and Objectives

- Provide aesthetically pleasing and safe landscapes
  - Schedule service occurrences in departments
- Provide facilities that present high quality image of community resources
  - Maintain landscapes at service levels stated in Memorandums of Understanding

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Met service schedule for Departments	yes	yes	yes
Areas serviced as specified by Memorandums of Understanding	yes	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	167,639	204,988	260,434
Operating Expenses	64,402	117,124	141,666
Capital Equipment > $5,000	-	31,000	-
Total Program Expenditures	**232,041**	**353,112**	**402,100**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	31,983	26,727	23,590
Charges for Services	5,670	7,000	3,500
Operating Revenue Sub-Total	**37,653**	**33,727**	**27,090**
General Fund Support	194,388	319,385	375,010
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**232,041**	**353,112**	**402,100**
Program Staffing FTEs	**4.4**	**4.5**	**4.0**

Program Summary

Department: **Kino Sports Complex**

Program: **Recreation**

Function

Maintain the buildings and facility infrastructure of Sam Lena Maintenance Building and Compound, Sam Lena snack bar and restroom building, Willie Blake Park restroom building, parking lots, ramadas, exercise pathway, fencing, ball field lights, security lights, exterior of the Kino Veterans Memorial Community Center (Mulcahy YMCA), pool, and bathhouse 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 Facilities Management Department and contracted vendor services to provide for general upkeep of park buildings and facilities, and to maintain pool, bathhouse, and exterior of community center per contract with the YMCA of Southern Arizona. Provide landscape services and facility reservations for any YMCA programming needs at Sam Lena Park or the Kino Sports Complex. Coordinate with Natural Resources Parks and Recreation Department on pool issues.

Program Goals and Objectives

- Establish and maintain long-term facility renewal program that focuses on sustainability, accessibility, flexibility, and aesthetics of facilities
  - Maintain buildings and facilities at their highest level to extend life and usefulness
  - Use technology for energy efficiency as part of department sustainability program
  - Upgrade park facilities to improve visitor experience
- Be responsive to requests from the YMCA regarding facilities maintenance issues

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Respond within 24 hours to YMCA facility issues	yes	yes	yes
Replace outdated and deteriorating restroom	no	no	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	288,618	136,613	178,925
Operating Expenses	203,037	586,323	505,324
Total Program Expenditures	**491,655**	**722,936**	**684,249**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	22,001	-	85,000
Charges for Services	80,384	-	-
Operating Revenue Sub-Total	**102,385**	**-**	**85,000**
General Fund Support	389,270	722,936	599,249
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**491,655**	**722,936**	**684,249**
Program Staffing FTEs	**11.4**	**2.5**	**3.0**

Natural Resources, Parks & Recreation

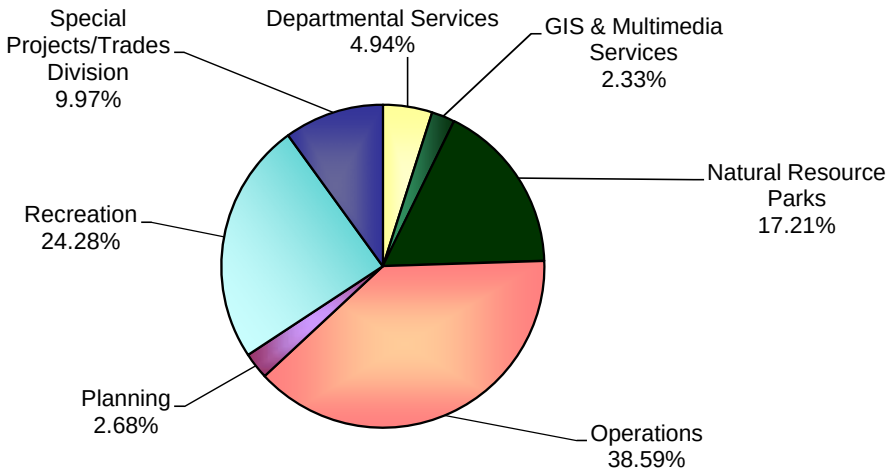
Expenditures: 18,055,413 **Revenues:** 1,421,280

FTEs 249.2

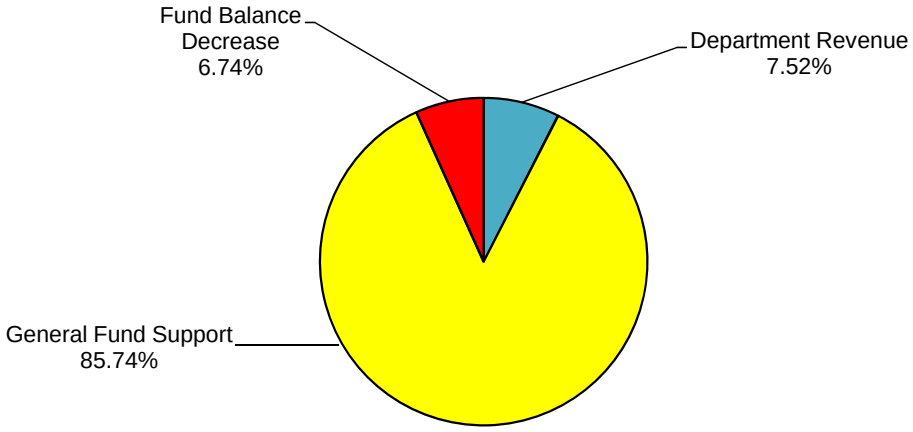
Function Statement: Manage Pima County natural resources, urban parks, and recreational programs; lead community efforts to conserve the Sonoran Desert and enhance the urban environment and quality of life; provide quality recreation experiences, open space conservation, community education programs, 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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Departmental Services	749,363	766,156	892,092
Development	72,137	51,217	-
GIS & MultiMedia Services	313,681	379,841	420,376
Natural Resource Parks	2,711,517	2,793,204	3,107,278
Operations	7,878,038	7,433,137	6,967,757
Planning	176,619	239,596	483,205
Recreation	3,525,779	3,652,642	4,383,561
Special Projects/Trades Division	-	-	1,801,144
Total Expenditures	**15,427,134**	**15,315,793**	**18,055,413**
Funding by Source			
Revenues			
Departmental Services	131,502	62,000	62,000
Natural Resource Parks	1,221,732	1,993,668	680,980
Operations	444,160	354,700	180,200
Planning	3,973	-	-
Recreation	399,209	322,600	497,600
Special Projects/Trades Division	-	-	500
Total Revenues	**2,200,576**	**2,732,968**	**1,421,280**
General Fund Support	14,046,215	14,216,914	16,210,466
Net Operating Transfers In/(Out)	(205,926)	(1,866,645)	(849,980)
Fund Balance Decrease/(Increase)	(613,731)	232,556	1,273,647
Other Funding Sources	-	-	-
Total Program Funding	**15,427,134**	**15,315,793**	**18,055,413**
Staffing (FTEs) by Program			
Departmental Services	7.0	8.0	7.0
Development	2.0	2.0	-
GIS & MultiMedia Services	5.5	6.0	7.8
Natural Resource Parks	33.4	35.5	28.5
Operations	104.1	110.4	95.4
Planning	2.0	3.0	3.0
Recreation	76.2	78.1	81.0
Special Projects/Trades Division	-	-	26.5
Total Staffing (FTEs)	**230.2**	**243.0**	**249.2**

Program Summary

Department: **Natural Resources, Parks & Recreation**

Program: **Departmental Services**

Function

Provide management, leadership, and strategic master planning for Pima County's 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, 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 Intergovernmental Agreements (IGA), 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, advisory, and defense support of departmental tort related claims and lawsuits.

Program Goals and Objectives

- Process Special Event Permits, contracts, and IGA's in a timely fashion
- Process Personnel Action Forms (PAFs), timecards, and Family Medical Leave Act (FMLA) paperwork in a timely and effective manner
- Operate department in efficient and cost effective manner

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Special Event Permits, contracts, IGAs completed on time	95%	95%	100%
Timecards, PAFs, and FMLA requests processed on time	100%	100%	100%
Information requests from administration answered within two business days	95%	95%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	538,884	526,478	633,857
Operating Expenses	210,479	239,678	225,914
Capital Equipment > $5,000	-	-	32,321
Total Program Expenditures	**749,363**	**766,156**	**892,092**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	10,583	-	-
Investment Earnings	53,221	-	-
Charges for Services	575	-	-
Operating Revenue Sub-Total	**64,379**	**-**	**-**
Revenues			
Miscellaneous Revenue	66,458	62,000	62,000
Investment Earnings	665	-	-
Other Special Revenue Total	**67,123**	**62,000**	**62,000**

Program Summary

Department: **Natural Resources, Parks & Recreation**

Program: **Departmental Services**

General Fund Support	641,460	704,156	797,771
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(23,599)	-	32,321
Other Funding Sources	-	-	-
Total Program Funding	**749,363**	**766,156**	**892,092**
Program Staffing FTEs	**7.0**	**8.0**	**7.0**

Program Summary

Department: **Natural Resources, Parks & Recreation**

Program: **Development**

Function

Manage and implement various planning, design, and construction projects related to the in-lieu fees Special Funds: Pima County Far West, Pima County Northeast, Pima County Northwest, Pima County Southeast, and Pima County Southwest.

Description of Services

Plan, design, and develop trails, parks, and other properties to be used as parks and recreation facilities as part of the in-lieu fees special funds program.

(Note: Beginning in fiscal year 2013/14 the Development program budget is absorbed in the Planning and Special Projects/Trades Division program budgets.)

Program Goals and Objectives

- Meet all Capital Improvement Project (CIP) requirements for developing projects for the in-lieu fees program
- Comply with all regulatory agency standards for developing projects for the in-lieu fees program
- Identify and meet all federal and state project standards for developing projects for the in-lieu fees program

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Monitor and ensure the expenditure of Special Revenue Fund in-lieu fees are in compliance with collection requirements	5	5	n/a

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	77,852	50,165	-
Operating Expenses	(5,715)	1,052	-
Total Program Expenditures	**72,137**	**51,217**	**-**
Program Funding by Source			
General Fund Support	72,137	51,217	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**72,137**	**51,217**	**-**
Program Staffing FTEs	**2.0**	**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 Information Technology (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. Provide records retention management oversight for the department. Administer the NRPR IT Plan and coordinate ordering hardware and software. Direct incoming calls and respond to inquiries.

Program Goals and Objectives

- 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
  - Maintain accurate records or NRPR datasets and implement Pima County's record retention policies
- Increase public awareness of NRPR facilities, services, and programs through a comprehensive identity program and expanded Web presence
  - Answer incoming calls by third ring and provide accurate responses

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Web pages designed	60	70	30
GIS products used	275	280	325
Park identity programs created	8	10	15

Program Expenditures by Object	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Personnel Services	298,369	350,909	383,785
Operating Expenses	15,312	28,932	36,591
Total Program Expenditures	**313,681**	**379,841**	**420,376**

Program Summary

Department: **Natural Resources, Parks & Recreation**

Program: **GIS & MultiMedia Services**

Program Funding by Source			
General Fund Support	313,681	379,841	420,376
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**313,681**	**379,841**	**420,376**
Program Staffing FTEs	**5.5**	**6.0**	**7.8**

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 Servcies

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

- 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
- Increase the level of public participation in environmental and conservation education programs

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Environmental education program participants	26,000	32,000	35,000
Miles of trails maintained	18	10	10
Acres of park, ranch, open space, and cultural resource lands maintained	250,000	265,000	275,000
Comprehensive management plans completed	2	3	3
Properties monitored annually	125	125	128

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,826,003	1,940,639	1,804,647
Operating Expenses	879,719	852,565	1,302,631
Capital Equipment > $5,000	5,795	-	-
Total Program Expenditures	**2,711,517**	**2,793,204**	**3,107,278**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	105,471	30,000	30,000
Charges for Services	135,115	131,500	131,000
Operating Revenue Sub-Total	**240,586**	**161,500**	**161,000**
Revenues			
Intergovernmental	346,857	1,555,968	494,980
Miscellaneous Revenue	-	25,000	-
Investment Earnings	81	-	-
Grant Revenue Sub-Total	**346,938**	**1,580,968**	**494,980**

Program Summary

Department: **Natural Resources, Parks & Recreation**

Program: **Natural Resource Parks**

Revenues			
Miscellaneous Revenue	407,710	250,000	-
Investment Earnings	6,498	-	-
Charges for Services	220,000	1,200	25,000
Other Special Revenue Total	**634,208**	**251,200**	**25,000**
General Fund Support	2,318,306	2,526,521	2,365,430
Net Operating Transfers In/(Out)	(205,643)	(1,866,645)	(849,980)
Fund Balance Decrease/(Increase)	(622,878)	139,660	910,848
Other Funding Sources	-	-	-
Total Program Funding	**2,711,517**	**2,793,204**	**3,107,278**
Program Staffing FTEs	**33.4**	**35.5**	**28.5**

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 new construction and development while providing opportunities for the public to be physically active. Provide sports fields, courts, ramadas, and playgrounds 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 84 ball fields (57 lighted) while coordinating with various sports organizations using the ball fields. Maintain reservable ramadas and 37 playgrounds to American Standards for Testing and Materials (ASTM) standards and Consumer Product Safety Commission (CPSC) guidelines. Maintain the grounds of the downtown government complex. Manage, operate and maintain Urban Loop path system of over 50 miles of paved paths including four river parks. Maintain 34.5 miles of paved paths of the Sun Loop along the Central Arizona Project (CAP) and Tucson Mountain Park (TMP). Update, coordinate, and implement a comprehensive division safety program.

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, buildings, and other infrastructure
- Replace all outdated ball field lighting systems and replace with enery efficient and "Dark Skies" friendly ball field lighting systems that are controlled by a central control system if Pima County funds a preventative/heavy maintenance program
- Replace outdated and inefficient irrigation systems with more efficient and effective irrigation systems
- Work closely with Tucson Water to connect parks that are within the service areas and are cost effective to do so to reclaimed water systems to reduce the amount of potable water used in parks
- Develop and update a Heavy Maintenance Plan for each park

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Paved miles of river parks, Urban Loop and Sun Loop maintained	48	54	95
Ball fields operated, maintained, and scheduled	86	84	84
Lighted ball fields operated, maintained and scheduled	62	57	57
Urban Parks operated, maintained and scheduled	38	38	38
Playgrounds operated, maintained and inspected	40	37	37
Review and update 20 percent of Heavy Maintenance Plans annually	n/a	n/a	20%

Program Expenditures by Object	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Personnel Services	5,120,578	5,163,101	4,464,600
Operating Expenses	2,675,384	2,224,786	2,373,657
Capital Equipment > $5,000	82,076	45,250	129,500
Total Program Expenditures	**7,878,038**	**7,433,137**	**6,967,757**

Program Summary

Department: **Natural Resources, Parks & Recreation**

Program: **Operations**

Program Funding by Source			
Revenues			
Licenses & Permits	-	-	1,500
Miscellaneous Revenue	158,849	129,700	38,000
Charges for Services	285,311	225,000	140,700
Operating Revenue Sub-Total	**444,160**	**354,700**	**180,200**
General Fund Support	7,434,161	7,078,437	6,787,557
Net Operating Transfers In/(Out)	(283)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**7,878,038**	**7,433,137**	**6,967,757**
Program Staffing FTEs	**104.1**	**110.4**	**95.4**

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.

Services Description

Review and comment on rezoning, 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 understanding, 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Eastern Pima County Trail System Master Plan updated	100%	100%	100%
Access challenges to newly acquired public lands resolved	50%	50%	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	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Personnel Services	146,004	184,820	187,205
Operating Expenses	30,615	54,776	1,000
Capital Equipment > $5,000	-	-	295,000
Total Program Expenditures	**176,619**	**239,596**	**483,205**

Program Summary

Department: **Natural Resources, Parks & Recreation**

Program: **Planning**

Program Funding by Source			
Revenues			
Miscellaneous Revenue	243	-	-
Charges for Services	600	-	-
Operating Revenue Sub-Total	**843**	**-**	**-**
Investment Earnings	3,130	-	-
Other Special Revenue Total	**3,130**	**-**	**-**
General Fund Support	139,900	146,700	152,727
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	32,746	92,896	330,478
Other Funding Sources	-	-	-
Total Program Funding	**176,619**	**239,596**	**483,205**
Program Staffing FTEs	**2.0**	**3.0**	**3.0**

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. Operate parks and recreation elements in Ajo, Arizona.

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 other venues
- 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 the realm of existing resources
- Identify and rectify facilities issues such as safety related problems at recreation sites
- Maintain clean secure facilities
- Identify and repair all mechanical maintenance issues at recreation sites
  - Complete repairs within two weeks

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Recreation/community center participants	177,978	178,500	190,000
Aquatics program participants	135,193	136,000	150,000
Shooting range users	25,563	25,000	28,000
Volunteer hours	10,768	10,500	11,000
Staff safety training seminars held bi-annually and as needed	6	6	6
Accidents reported within two days	95%	100%	100%
Routine aquatics and building repairs completed within two weeks	95%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	2,698,870	2,899,070	3,375,371
Operating Expenses	782,998	753,572	978,190
Capital Equipment > $5,000	43,911	-	30,000
Total Program Expenditures	**3,525,779**	**3,652,642**	**4,383,561**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	10,514	11,300	101,300
Investment Earnings	1,260	-	-
Charges for Services	387,435	311,300	396,300
Operating Revenue Sub-Total	**399,209**	**322,600**	**497,600**

Program Summary

Department: **Natural Resources, Parks & Recreation**

Program: **Recreation**

General Fund Support	3,126,570	3,330,042	3,885,961
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**3,525,779**	**3,652,642**	**4,383,561**
Program Staffing FTEs	**76.2**	**78.1**	**81.0**

Program Summary

Department: **Natural Resources, Parks & Recreation**

Program: **Special Projects/Trades Division**

Function

Maintain existing NRPR parks and Pima County attractions and related utility infrastructure. Build new parks, utility infrastructures, and restore existing parks within the Pima County Natural Resources Parks and Recreation system. Perform activities related to the routine maintenance, enhancement, and repair of open space properties and infrastructures on ranch properties.

Description of Services

Provide skilled maintenance support for all NRPR properties including fourteen recreation and fine arts centers, various open space properties and ranches, natural resources and preserves, nine public swimming pools, dog parks, shooting ranges, various government and community buildings, Pima County Attraction properties, and water works systems throughout Pima County. Perform activities related to the routine maintenance and enhancement of open space properties and ranches including well repairs, buildling repairs, road maintenance, new water construction, and other habitat enhancements.

Program Goals and Objectives

- Maintain and enhance over 125 open space properties and provide activities on over 250,000 acres of land
  - Monitor 125 properties
  - Monitor ten trailheads
- Maintain and enhance NRPR parks and Pima County attractions

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
NRPR properties and infrastructure maintained, built, or restored	38	38	77

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	-	-	1,335,749
Operating Expenses	-	-	465,395
Total Program Expenditures	**-**	**-**	**1,801,144**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	-	-	500
Operating Revenue Sub-Total	**-**	**-**	**500**
General Fund Support	-	-	1,800,644
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**-**	**-**	**1,801,144**
Program Staffing FTEs	**-**	**-**	**26.5**

School Superintendent

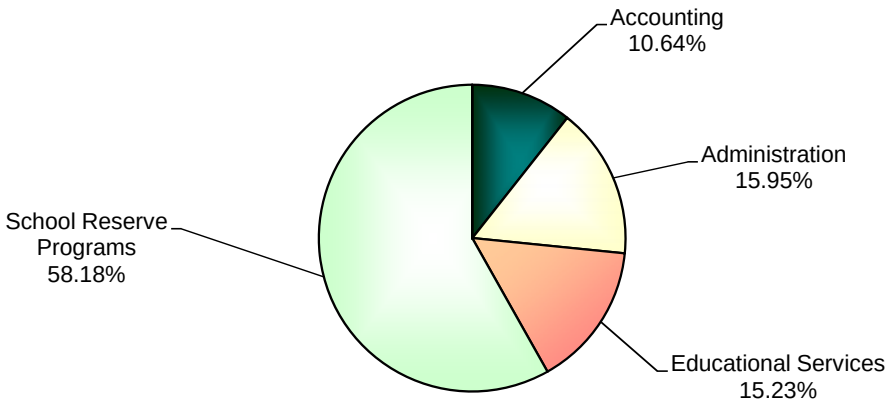
Expenditures: 3,695,276 **Revenues:** 2,327,000

FTEs 14.0

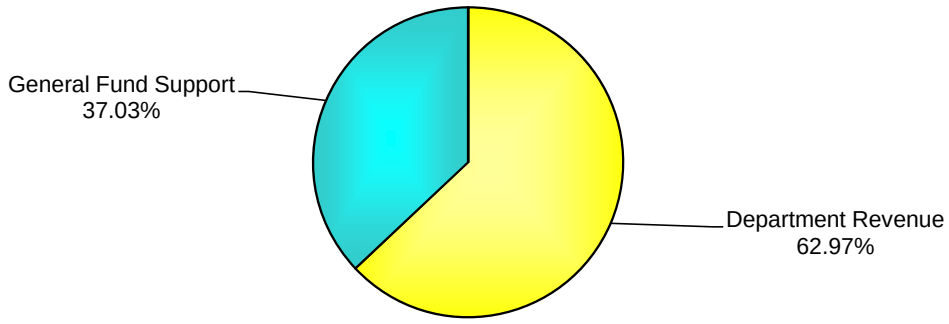
Function Statement: Perform functions mandated by the Arizona Revised Statutes and State Board of Education. Administer the funds of local public school districts. Prepare financial information for the Board of Supervisors for setting the property tax rates. Conduct school district governing board elections. 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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Accounting	377,828	395,182	393,231
Administration	530,928	695,079	589,212
Educational Services	522,448	541,830	562,833
School Reserve Programs	3,791,512	2,462,400	2,150,000
Total Expenditures	**5,222,716**	**4,094,491**	**3,695,276**
Funding by Source			
Revenues			
Accounting	14	-	-
Administration	71,688	300,000	157,000
Educational Services	80,150	74,749	20,000
School Reserve Programs	3,750,953	2,462,400	2,150,000
Total Revenues	**3,902,805**	**2,837,149**	**2,327,000**
General Fund Support	1,279,352	1,257,342	1,368,276
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	40,559	-	-
Other Funding Sources	-	-	-
Total Program Funding	**5,222,716**	**4,094,491**	**3,695,276**
Staffing (FTEs) by Program			
Accounting	6.0	5.0	5.0
Administration	5.0	6.0	6.0
Educational Services	3.0	4.0	3.0
Total Staffing (FTEs)	**14.0**	**15.0**	**14.0**

Program Summary

Department: **School Superintendent**

Program: **Accounting**

Function

Perform 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 accounting services related to revenues, expenditures, and budgeting for all school districts in Pima County with minor exemptions for those operating under A.R.S. 15-914.01. Establish applicable property tax levies for each school district in Pima County. Ensure tax levies are appropriated in accordance with the operating budget duly adopted by each 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 those districts whose finances are managed by the Superintendent of Schools. Determine new and innovative methods to provide enhanced services to school districts on the management of their financial operations.

Program Goals and Objectives

- Meet all statutory and regulatory requirements of Title 15 of the Arizona Revised Statutes and other legal mandates on school budgets and finance
- Provide technical assistance on budgeting and finance to any school district in Pima County

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
School district revenue collected	$932,786,114	$1,200,000,000	$1,500,000,000
School district expenditures processed	$641,606,852	$700,000,000	$900,000,000
School district warrants issued	30,789	32,000	31,000
School districts provided with budgeting/finance assistance	15	15	15

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	369,054	382,782	382,191
Operating Expenses	8,774	12,400	11,040
Total Program Expenditures	**377,828**	**395,182**	**393,231**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	14	-	-
Operating Revenue Sub-Total	**14**	**-**	**-**
General Fund Support	377,814	395,182	393,231
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**377,828**	**395,182**	**393,231**
Program Staffing FTEs	**6.0**	**5.0**	**5.0**

Program Summary

Department: **School Superintendent**

Program: **Administration**

Function

Administer legally mandated functions of the office required by Title 15, 16, and 19 of the Arizona Revised Statutes. Provide support to the Accounting, Educational Services, and School Reserve 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 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/regulatory mandated services related to regular and special elections that are required of Arizona county school superintendents
- Direct and coordinate multi-district educational programs in Pima County for the benefit of educators, students, and families

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Certifications for teachers/administrators maintained	47,867	49,000	51,000
Governing Board members appointed	4	2	2
School district elections conducted	8	8	5

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	365,468	367,757	388,029
Operating Expenses	160,442	327,322	201,183
Capital Equipment > $5,000	5,018	-	-
Total Program Expenditures	**530,928**	**695,079**	**589,212**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	71,688	300,000	157,000
Operating Revenue Sub-Total	**71,688**	**300,000**	**157,000**
General Fund Support	459,240	395,079	432,212
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**530,928**	**695,079**	**589,212**
Program Staffing FTEs	**5.0**	**6.0**	**6.0**

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 coordinate educational service agency programs to serve populations in Pima County that are considered underserved. Collaborate with government, community, and non-profit organizations to provide comprehensive services to educators and students. Ensure that the Superintendent of Schools' office creates a link for different educational service agencies for the benefit of schools. Register and track all students in Pima County who are attending private schools or are being homeschooled.

Program Goals and Objectives

- Provide leadership to develop collaborative efforts between governments as well as community, non-profit and educational organizations 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Special programs developed and coordinated	27	23	19
Home school children tracked	430	306	500
Private school children tracked	1,216	1,350	1,500

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	253,536	278,552	293,115
Operating Expenses	268,912	263,278	269,718
Total Program Expenditures	**522,448**	**541,830**	**562,833**
Program Funding by Source			
Revenues			
Intergovernmental	73,213	49,749	-
Miscellaneous Revenue	6,937	25,000	20,000
Operating Revenue Sub-Total	**80,150**	**74,749**	**20,000**
General Fund Support	442,298	467,081	542,833
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**522,448**	**541,830**	**562,833**
Program Staffing FTEs	**3.0**	**4.0**	**3.0**

Program Summary

Department: **School Superintendent**

Program: **School Reserve Programs**

Function

Administer educational programs for students in the Pima County Juvenile Detention Center and the Pima County Adult Detention Center. Provide access to educational programs at neighboring school districts for students residing in remote and unincorporated areas of Pima County. Serve as the fiscal agent of specialized educational programs that are for the benefit of multiple school districts covering multi-county areas, including Pima County.

Description of Services

Provide educational services to students considered at-risk, incarcerated, or with special needs in the County juvenile and adult detention facilities through the Pima Accommodation District . Transport students who reside in remote and unincorporated areas of Pima County and are not part of a public school district, such as Mt. Lemmon and the Lukeville community, to a neighboring school district to be provided a K-12 education.

Provide specialized educational programs in consortium with local school districts including professional development programs, constituency programs, and programs where services can be accomplished more efficiently and economically as multi-district or multi-county programs through the Pima Special Programs. Provide programs for the unserved or underserved school age children in conjunction with and in response to federal, state, or local agency concerns.

Note: This is the combination of two programs, Pima Accommodation District and Pima Special Programs, which were previously presented seperately.

Program Goals and Objectives

Provide students with access to public education as required by A.R.S. 15-802

Provide instruction to students to meet the Arizona Academic Standards

Provide students with a high school education as established by the Arizona State Board of Education to earn a high school diploma or a general equivalency diploma (GED)

Develop service programs for underserved school districts, charter schools, and other educational institutions in Pima County or on a multi-county level

Maintain funding levels for programs to ensure quality services for local school districts, charter schools, and other educational communities and ensure that Pima County schools meet federal and state educational mandates

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Juvenile detention students served	76	70	70
County jail students served	20	23	25
Students transported from Mt. Lemmon to Tanque Verde Unified School District	5	4	4
Students transported from Lukeville to Ajo Unified School District	86	78	85
Special programs operated	27	23	19

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Operating Expenses	3,791,512	2,462,400	2,150,000
Total Program Expenditures	**3,791,512**	**2,462,400**	**2,150,000**
Program Funding by Source			
Revenues			
Intergovernmental	2,697,919	2,012,400	1,650,000
Miscellaneous Revenue	1,053,034	450,000	500,000
Grant Revenue Sub-Total	**3,750,953**	**2,462,400**	**2,150,000**

Program Summary

Department: **School Superintendent**

Program: **School Reserve Programs**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	40,559	-	-
Other Funding Sources	-	-	-
Total Program Funding	**3,791,512**	**2,462,400**	**2,150,000**

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Stadium District

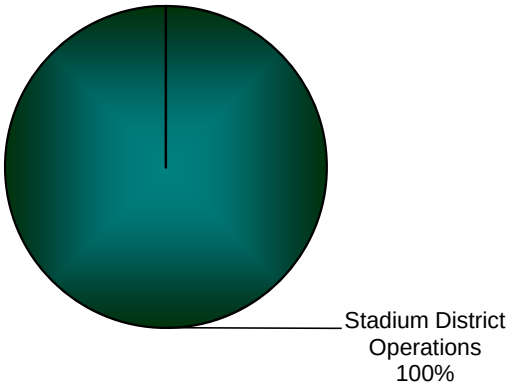
Expenditures: 5,039,746 **Revenues:** 2,281,135

FTEs 40.2

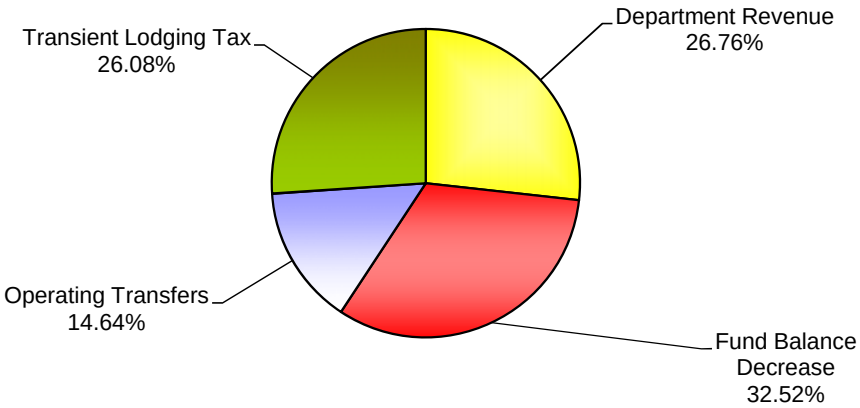
Function Statement: Provide family entertainment for Pima County residents through sports recreation and community events. Continue to develop relationships with professional sports organizations that will have a positive impact on the community and the local economy.

Mandates: ARS Title 48, Chapter 26: Stadium Districts

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Stadium District

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Stadium District Operations	4,694,007	4,622,363	5,039,746
Total Expenditures	**4,694,007**	**4,622,363**	**5,039,746**
Funding by Source			
Revenues			
Stadium District Operations	2,979,269	2,248,000	2,281,135
Total Revenues	**2,979,269**	**2,248,000**	**2,281,135**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	1,873,353	(32,984)	(13,569)
Fund Balance Decrease/(Increase)	(158,615)	2,407,347	2,772,180
Other Funding Sources	-	-	-
Total Program Funding	**4,694,007**	**4,622,363**	**5,039,746**
Staffing (FTEs) by Program			
Stadium District Operations	33.3	39.6	40.2
Total Staffing (FTEs)	**33.3**	**39.6**	**40.2**

Note: Pursuant to the Intergovernmental Agreement between Pima County and the Pima County Stadium District for Personnel and Services Contract No. 01-57-P-132729-0603 (dated June 17, 2003, recorded in Docket 12080 at Page 213 on June 26, 2003), employees performing work for the Pima County Stadium District are Pima County employees assigned to do work for the Pima County Stadium District. For budgetary purposes only, these employees are shown as FTEs within the Pima County Stadium District. The actual status of these employees during the course of the Intergovernmental Agreement will continue to be as Pima County employees, subject to the Pima County Personnel Policies and Merit Rules. The Intergovernmental Agreement terminates on February 1, 2017.

Program Summary

Department: **Stadium District**

Program: **Stadium District Operations**

Function

Provide venues for both community use and revenue generating events. Provide management and administrative functions at the Stadium. Maintain the buildings and facility infrastructure of the Stadium District to the highest possible standard. Maintain athletic fields as well as landscaping of Stadium District common areas. Provide landscape maintenance services and best management practices for the Kino Environmental Restoration Project (KERP).

Description of Services

Provide services and facilities for community recreation and activities such as special benefits, community events, sports events, gem shows, and concerts. Maintain landscape and parking lot areas of the Kino Sports Complex including maintenance of decomposed granite, irrigation, trees, shrubs, groundcover, litter removal, sign replacement, and parking lot sweeping. Manage Kino Environmental Restoration Project (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. Provide oversight and direction of the Kino Sports Complex including the community center and pool, KERP, Sam Lena Park, Willie Blake Park. Provide coordination of landscape maintenance for various County facility grounds. Oversee promotion, marketing, financial accountability, site maintenance, contracts, personnel, and scheduling of resources. Provide repair and maintenance of buildings and facilities as needed as part of an ongoing facilities maintenance program. Coordinate necessary services through Facilities Management Department and contracted vendor services to provide for general upkeep on Stadium District buildings and facilities.

Program Goals and Objectives

- Maintain a long-term facility renewal and development plan that focuses on sustainability, accessibility, flexibility, and aesthetics of facilities
  - Maintain buildings and facilities at their highest level to extend life and usefulness
  - Establish a building asset inventory and replacement cycle
  - Use technology for energy efficiency as part of department sustainability program
  - Utilize customer input for consideration in future development of resources
- Maximize the harvesting of storm water for irrigation of Stadium District, Kino Sports Complex, and adjacent County landscapes
  - Manage weirs and recycle pump system to efficiently manage water flows through all stream courses and into irrigation pond to offset the need to purchase reclaimed water for irrigation purposes
- Ensure landscapes and fields are safe and maintained at the highest quality in an efficient manner
  - Use productivity standards assigned to the various task performed
  - Maintain a schedule of landscape service occurrences
- 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

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Non-sports related community events scheduled	5	7	7
Irrigation efficiency levels met	90%	90%	90%
Productivity standards levels met	75%	80%	85%
Meet capital replacement target	67%	75%	80%

Program Summary

Department: **Stadium District**

Program: **Stadium District Operations**

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,926,471	2,199,538	2,312,479
Operating Expenses	2,645,629	2,279,825	2,599,267
Capital Equipment > $5,000	121,907	143,000	128,000
Total Program Expenditures	**4,694,007**	**4,622,363**	**5,039,746**
Program Funding by Source			
Revenues			
Intergovernmental	1,609,319	1,628,000	1,652,000
Miscellaneous Revenue	1,129,942	455,000	455,000
Investment Earnings	21,168	12,000	21,135
Charges for Services	218,840	153,000	153,000
Other Special Revenue Total	**2,979,269**	**2,248,000**	**2,281,135**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	1,873,353	(32,984)	(13,569)
Fund Balance Decrease/(Increase)	(158,615)	2,407,347	2,772,180
Other Funding Sources	-	-	-
Total Program Funding	**4,694,007**	**4,622,363**	**5,039,746**
Program Staffing FTEs	**33.3**	**39.6**	**40.2**

SUMMARY OF EXPENDTITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Expenditures
JUSTICE & LAW			
Clerk of the Superior Court			
Administration	678,788	30,000	708,788
Civil Services	1,592,204	-	1,592,204
Courtroom Services	2,311,249	-	2,311,249
Criminal Services	699,664	-	699,664
Financial Services	1,690,753	151,950	1,842,703
Information Technology	614,354	557,410	1,171,764
Juvenile Services	1,685,101	-	1,685,101
Probate Services	368,380	-	368,380
Records Retention	1,229,994	739,657	1,969,651
Total Clerk of the Superior Court	**10,870,487**	**1,479,017**	**12,349,504**
Constables			
Constables	1,206,968	-	1,206,968
Total Constables	**1,206,968**	**-**	**1,206,968**
County Attorney			
Administration	2,523,840	-	2,523,840
Civil Legal Services	3,100,598	271,384	3,371,982
Community Support	186,397	222,956	409,353
Criminal Prosecution	16,697,517	15,228,201	31,925,718
Total County Attorney	**22,508,352**	**15,722,541**	**38,230,893**
Forensic Science Center			
Forensic Science Center	3,298,267	45,209	3,343,476
Total Forensic Science Center	**3,298,267**	**45,209**	**3,343,476**
Justice Court Ajo			
Justice Court Ajo	685,776	16,000	701,776
Justice Court Ajo Time Pay Fees	-	5,000	5,000
Total Justice Court Ajo	**685,776**	**21,000**	**706,776**
Justice Court Green Valley			
Justice Court Green Valley	520,543	47,811	568,354
Total Justice Court Green Valley	**520,543**	**47,811**	**568,354**
Justice Courts Tucson			
Administration	1,707,613	-	1,707,613
Court Operations	3,425,051	285,769	3,710,820
Judicial Operations	1,965,971	1,064,494	3,030,465
Total Justice Courts Tucson	**7,098,635**	**1,350,263**	**8,448,898**

SUMMARY OF EXPENDTITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Expenditures
Juvenile Court			
Administration	2,028,800	239,496	2,268,296
Children & Family Svcs	1,152,983	1,248,374	2,401,357
Court Support Services	1,119,490	-	1,119,490
Detention Services	7,757,350	-	7,757,350
Information Technology	1,392,041	65,252	1,457,293
Judicial Services	2,286,260	-	2,286,260
Probation Services	7,523,053	7,869,922	15,392,975
Total Juvenile Court	**23,259,977**	**9,423,044**	**32,683,021**
Legal Defender			
Legal Defender	3,948,592	18,475	3,967,067
Total Legal Defender	**3,948,592**	**18,475**	**3,967,067**
Office of Court Appointed Counsel			
Contract Attorney	7,187,938	-	7,187,938
Mental Health Defense	594,831	-	594,831
Office of Children's Counsel	1,371,924	-	1,371,924
Office of Court Appointed Counsel	628,904	-	628,904
Total Office of Court Appointed Counsel	**9,783,597**	**-**	**9,783,597**
Public Defender			
Public Defender	13,037,732	476,311	13,514,043
Total Public Defender	**13,037,732**	**476,311**	**13,514,043**
Public Fiduciary			
Burials	284,038	-	284,038
Mandated Fiduciary Services	2,269,685	-	2,269,685
Total Public Fiduciary	**2,553,723**	**-**	**2,553,723**
Sheriff			
Administrative	19,201,988	707,182	19,909,170
Corrections	45,706,503	3,035,247	48,741,750
Forfeitures	-	2,200,000	2,200,000
HIDTA	-	2,731,559	2,731,559
Investigations	23,413,194	4,508,465	27,921,659
Operations	47,033,346	356,300	47,389,646
Total Sheriff	**135,355,031**	**13,538,753**	**148,893,784**
Superior Court			
Adjudication	13,591,819	906,839	14,498,658
Administration	3,431,166	35,000	3,466,166
Adult Probation Court Services	2,152,054	1,168,462	3,320,516
Adult Probation Field And Operations	4,175,629	11,688,177	15,863,806
Conciliation Court	806,306	1,310,407	2,116,713
Fill The Gap - Other Courts	-	736,347	736,347
Information Services	2,177,952	1,052,411	3,230,363
Law Library	188,086	445,369	633,455
Pretrial Services	2,521,101	-	2,521,101
Trial Services	2,621,237	-	2,621,237
Total Superior Court	**31,665,350**	**17,343,012**	**49,008,362**
TOTAL JUSTICE & LAW	**265,793,030**	**59,465,436**	**325,258,466**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Revenues
JUSTICE & LAW			
Clerk of the Superior Court			
Administration	2,425,774	-	2,425,774
Criminal Services	-	1,200	1,200
Financial Services	328,000	59,000	387,000
Information Technology	-	295,000	295,000
Records Retention	-	664,500	664,500
Total Clerk of the Superior Court	**2,753,774**	**1,019,700**	**3,773,474**
Constables			
Constables	361,390	-	361,390
Total Constables	**361,390**	**-**	**361,390**
County Attorney			
Civil Legal Services	-	103,000	103,000
Community Support	-	182,027	182,027
Criminal Prosecution	40,000	11,158,394	11,198,394
Total County Attorney	**40,000**	**11,443,421**	**11,483,421**
Forensic Science Center			
Forensic Science Center	1,510,250	62,779	1,573,029
Total Forensic Science Center	**1,510,250**	**62,779**	**1,573,029**
Justice Court Ajo			
Justice Court Ajo	238,455	11,000	249,455
Justice Court Ajo Time Pay Fees	-	7,000	7,000
Total Justice Court Ajo	**238,455**	**18,000**	**256,455**
Justice Court Green Valley			
Justice Court Green Valley	322,540	84,247	406,787
Total Justice Court Green Valley	**322,540**	**84,247**	**406,787**
Justice Courts Tucson			
Administration	4,918,692	-	4,918,692
Court Operations	780,000	395,200	1,175,200
Judicial Operations	168,000	701,297	869,297
Total Justice Courts Tucson	**5,866,692**	**1,096,497**	**6,963,189**
Juvenile Court			
Administration	2,100	239,380	241,480
Children & Family Svcs	5,200	1,276,960	1,282,160
Detention Services	100,000	-	100,000
Information Technology	-	65,234	65,234
Probation Services	-	7,998,337	7,998,337
Total Juvenile Court	**107,300**	**9,579,911**	**9,687,211**
Legal Defender			
Legal Defender	-	18,475	18,475
Total Legal Defender	**-**	**18,475**	**18,475**
Office of Court Appointed Counsel			
Contract Attorney	823,454	-	823,454
Total Office of Court Appointed Counsel	**823,454**	**-**	**823,454**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Revenues
Public Defender			
Public Defender	17,472	366,557	384,029
Total Public Defender	**17,472**	**366,557**	**384,029**
Public Fiduciary			
Burials	15,000	-	15,000
Mandated Fiduciary Services	491,473	-	491,473
Total Public Fiduciary	**506,473**	**-**	**506,473**
Sheriff			
Administrative	256,500	1,021,600	1,278,100
Corrections	8,080,000	2,486,733	10,566,733
Forfeitures	-	50,000	50,000
HIDTA	-	2,710,106	2,710,106
Investigations	632,000	4,494,501	5,126,501
Operations	20,000	356,300	376,300
Total Sheriff	**8,988,500**	**11,119,240**	**20,107,740**
Superior Court			
Adjudication	543,050	1,358,824	1,901,874
Administration	-	35,000	35,000
Adult Probation Court Services	-	1,439,800	1,439,800
Adult Probation Field And Operations	-	10,301,456	10,301,456
Conciliation Court	-	709,955	709,955
Information Services	-	431,939	431,939
Law Library	-	307,100	307,100
Total Superior Court	**543,050**	**14,584,074**	**15,127,124**
TOTAL JUSTICE & LAW	**22,079,350**	**49,392,901**	**71,472,251**

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area / Department / Program	FTEs
JUSTICE & LAW	
Clerk of the Superior Court	
Administration	7.5
Civil Services	35.0
Courtroom Services	42.5
Criminal Services	14.0
Financial Services	34.0
Information Technology	13.0
Juvenile Services	33.0
Probate Services	6.0
Records Retention	33.0
Total Clerk of the Superior Court	**218.0**
Constables	
Constables	13.0
Total Constables	**13.0**
County Attorney	
Administration	32.0
Civil Legal Services	77.0
Community Support	12.0
Criminal Prosecution	358.0
Total County Attorney	**479.0**
Forensic Science Center	
Forensic Science Center	32.0
Total Forensic Science Center	**32.0**
Justice Court Ajo	
Justice Court Ajo	11.0
Total Justice Court Ajo	**11.0**
Justice Court Green Valley	
Justice Court Green Valley	11.0
Total Justice Court Green Valley	**11.0**
Justice Court Tucson	
Administration	30.0
Court Operations	89.0
Judicial Operations	19.0
Total Justice Court Tucson	**138.0**
Juvenile Court	
Administration	29.5
Children & Family Svcs	44.0
Court Support Services	20.6
Detention Services	156.8
Information Technology	16.0
Judicial Services	24.6
Probation Services	196.9
Total Juvenile Court	**488.4**
Legal Defender	
Legal Defender	43.5
Total Legal Defender	**43.5**

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area / Department / Program	FTEs
Office of Court Appointed Counsel	
CAC- Mental Health Defense	7.0
Office of Children's Counsel	20.0
Office of Court Appointed Counsel	9.5
Total Office of Court Appointed Counsel	**36.5**
Public Defender	
Public Defender	164.1
Total Public Defender	**164.1**
Public Fiduciary	
Burials	1.0
Mandated Fiduciary Services	34.2
Total Public Fiduciary	**35.2**
Sheriff	
Administrative	293.0
Corrections	642.0
HIDTA	26.0
Investigations	282.0
Operations	396.0
Total Sheriff	**1,639.0**
Superior Court	
Adjudication	165.6
Administration	51.5
Adult Probation Court Services	53.0
Adult Probation Field And Operations	243.7
Conciliation Court	23.0
Fill The Gap - Other Courts	4.0
Information Services	26.0
Law Library	4.0
Pretrial Services	48.0
Trial Services	47.0
Total Superior Court	**665.8**
TOTAL JUSTICE & LAW	**3,974.5**

Clerk of the Superior Court

Expenditures: 12,349,504 **Revenues:** 3,773,474

FTEs 218.0

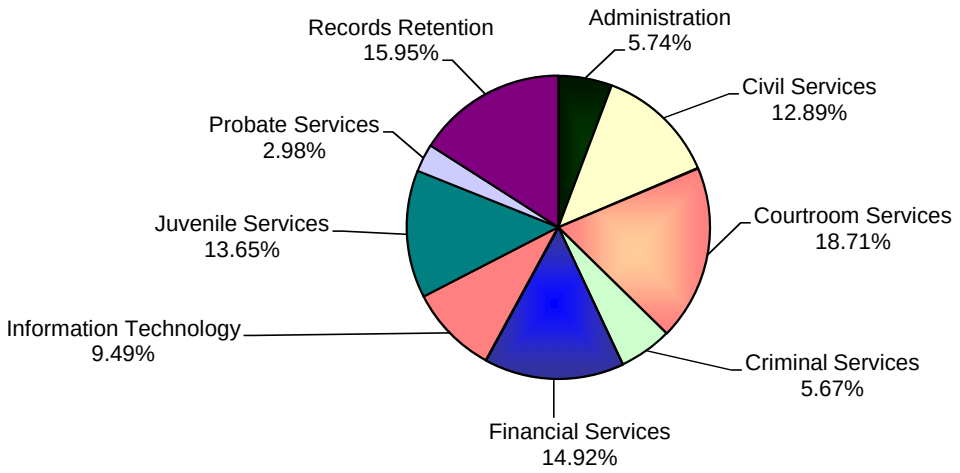
Function Statement:

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.

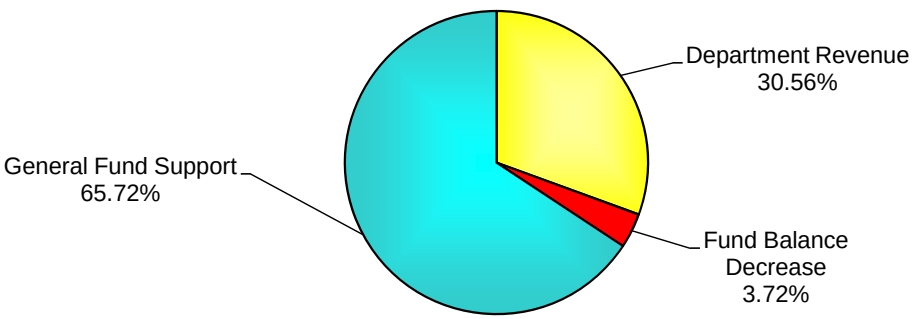
Mandates:

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 the Superior Court

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Administration	608,184	677,672	708,788
Civil Services	1,352,798	1,505,486	1,592,204
Courtroom Services	2,222,909	2,273,344	2,311,249
Criminal Services	702,466	660,674	699,664
Financial Services	1,671,726	1,705,364	1,842,703
Information Technology	925,568	1,038,202	1,171,764
Juvenile Services	1,684,191	1,665,893	1,685,101
Probate Services	333,063	331,651	368,380
Records Retention	1,492,049	1,809,929	1,969,651
Total Expenditures	**10,992,954**	**11,668,215**	**12,349,504**
Funding by Source			
Revenues			
Administration	2,353,505	2,425,774	2,425,774
Civil Services	(1,666)	-	-
Courtroom Services	498	-	-
Criminal Services	10	800	1,200
Financial Services	545,119	387,000	387,000
Information Technology	264,114	295,000	295,000
Juvenile Services	55	-	-
Records Retention	599,603	664,500	664,500
Total Revenues	**3,761,238**	**3,773,074**	**3,773,474**
General Fund Support	7,457,534	7,658,188	8,116,713
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(225,818)	236,953	459,317
Other Funding Sources	-	-	-
Total Program Funding	**10,992,954**	**11,668,215**	**12,349,504**
Staffing (FTEs) by Program			
Administration	9.5	9.0	7.5
Civil Services	34.8	35.0	35.0
Courtroom Services	48.2	45.0	42.5
Criminal Services	14.0	13.5	14.0
Financial Services	27.0	30.6	34.0
Information Technology	10.0	12.3	13.0
Juvenile Services	33.0	31.8	33.0
Probate Services	6.0	6.0	6.0
Records Retention	29.5	30.9	33.0
Total Staffing (FTEs)	**212.0**	**214.1**	**218.0**

Program Summary

Department: **Clerk of the Superior Court**

Program: **Administration**

Function Statement

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Sanctions imposed on department for non-compliance of mandates	0	0	0
Training sessions conducted	24	24	24
Employee evaluations completed	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	511,417	610,902	550,088
Operating Expenses	96,767	66,770	158,700
Total Program Expenditures	**608,184**	**677,672**	**708,788**
Program Funding by Source			
Revenues			
Fines & Forfeits	947,831	1,322,000	1,322,000
Miscellaneous Revenue	815	-	-
Investment Earnings	2,407	5,600	5,600
Charges for Services	1,402,327	1,098,174	1,098,174
Operating Revenue Sub-Total	**2,353,380**	**2,425,774**	**2,425,774**
Revenues			
Investment Earnings	125	-	-
Grant Revenue Sub-Total	**125**	**-**	**-**

Program Summary

Department: **Clerk of the Superior Court**

Program: **Administration**

General Fund Support	(1,745,196)	(1,748,102)	(1,746,986)
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(125)	-	30,000
Other Funding Sources	-	-	-
Total Program Funding	**608,184**	**677,672**	**708,788**
Program Staffing FTEs	**9.5**	**9.0**	**7.5**

Program Summary

Department: **Clerk of the Superior Court**

Program: **Civil Services**

Function Statement
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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Orders of protection issued monthly	218	230	242
Percent of civil filings placed in drop box	59%	62%	70%
Percent of civil filings processed within 1 day	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,270,620	1,346,969	1,470,704
Operating Expenses	82,178	158,517	121,500
Total Program Expenditures	**1,352,798**	**1,505,486**	**1,592,204**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	(1,666)	-	-
Operating Revenue Sub-Total	**(1,666)**	**-**	**-**
General Fund Support	1,354,464	1,505,486	1,592,204
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,352,798**	**1,505,486**	**1,592,204**
Program Staffing FTEs	**34.8**	**35.0**	**35.0**

Program Summary

Department: **Clerk of the Superior Court**

Program: **Courtroom Services**

Function Statement

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Accuracy rate of court documents	98%	99%	100%
Court documents processed on time	99%	100%	100%
Customer service ratings of satisfactory or higher	98%	99%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	2,150,548	2,179,428	2,224,433
Operating Expenses	72,361	93,916	86,816
Total Program Expenditures	**2,222,909**	**2,273,344**	**2,311,249**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	498	-	-
Operating Revenue Sub-Total	**498**	**-**	**-**
General Fund Support	2,222,411	2,273,344	2,311,249
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,222,909**	**2,273,344**	**2,311,249**
Program Staffing FTEs	**48.2**	**45.0**	**42.5**

Program Summary

Department: **Clerk of the Superior Court**

Program: **Criminal Services**

Function Statement
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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Criminal case files updated monthly	2,678	2,700	2,715
Assessment payments collected monthly	1,013	1,020	1,020
Probation reports generated monthly	374	390	400
Percent of probation case files that are current	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	654,511	607,416	651,514
Operating Expenses	47,955	53,258	48,150
Total Program Expenditures	**702,466**	**660,674**	**699,664**
Program Funding by Source			
Revenues			
Investment Earnings	-	800	800
Charges for Services	10	-	400
Other Special Revenue Total	**10**	**800**	**1,200**
General Fund Support	701,292	660,674	699,664
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1,164	(800)	(1,200)
Other Funding Sources	-	-	-
Total Program Funding	**702,466**	**660,674**	**699,664**
Program Staffing FTEs	**14.0**	**13.5**	**14.0**

Program Summary

Department: **Clerk of the Superior Court**

Program: **Financial Services**

Function Statement

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.

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
New deferred payment cases established monthly	163	175	175
Billings sent to probationers per quarter	1,392	1,500	1,625
Monthly financial reports submitted on time	100%	100%	100%
Budget compliance	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,424,896	1,445,451	1,653,013
Operating Expenses	246,830	259,913	189,690
Total Program Expenditures	**1,671,726**	**1,705,364**	**1,842,703**
Program Funding by Source			
Revenues			
Intergovernmental	433,219	300,000	300,000
Miscellaneous Revenue	40,183	28,000	28,000
Operating Revenue Sub-Total	**473,402**	**328,000**	**328,000**
Revenues			
Intergovernmental	23,884	27,000	27,000
Investment Earnings	19,367	9,000	9,000
Charges for Services	28,466	23,000	23,000
Other Special Revenue Total	**71,717**	**59,000**	**59,000**

Program Summary

Department: **Clerk of the Superior Court**

Program: **Financial Services**

General Fund Support	1,145,053	1,250,449	1,362,753
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(18,446)	67,915	92,950
Other Funding Sources	-	-	-
Total Program Funding	**1,671,726**	**1,705,364**	**1,842,703**
Program Staffing FTEs	**27.0**	**30.6**	**34.0**

Program Summary

Department: **Clerk of the Superior Court**

Program: **Information Technology**

Function Statement

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Respond to call center inquiries within 30 minutes	98%	99%	100%
Security system maintained 24 hours a day	100%	100%	100%
Computer systems updated as needed	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	817,920	653,115	766,064
Operating Expenses	100,956	85,087	105,700
Capital Equipment > $5,000	6,692	300,000	300,000
Total Program Expenditures	**925,568**	**1,038,202**	**1,171,764**
Program Funding by Source			
Investment Earnings	-	60,000	60,000
Charges for Services	264,114	235,000	235,000
Other Special Revenue Total	**264,114**	**295,000**	**295,000**
General Fund Support	604,164	563,126	614,354
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	57,290	180,076	262,410
Other Funding Sources	-	-	-
Total Program Funding	**925,568**	**1,038,202**	**1,171,764**
Program Staffing FTEs	**10.0**	**12.3**	**13.0**

Program Summary

Department: **Clerk of the Superior Court**

Program: **Juvenile Services**

Function Statement

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Delinquency cases processed within 24 hours	100%	100%	100%
Case files provided prior to daily court hearings	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,615,857	1,554,992	1,577,439
Operating Expenses	68,334	110,901	107,662
Total Program Expenditures	**1,684,191**	**1,665,893**	**1,685,101**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	55	-	-
Operating Revenue Sub-Total	**55**	**-**	**-**
General Fund Support	1,684,136	1,665,893	1,685,101
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,684,191**	**1,665,893**	**1,685,101**
Program Staffing FTEs	**33.0**	**31.8**	**33.0**

Program Summary

Department: **Clerk of the Superior Court**

Program: **Probate Services**

Function Statement

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Probate cases submitted through e-filing per month	111	130	130
Letters of administration issued on time	100%	100%	100%
Guardianship cases processed on time	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	313,757	304,987	343,716
Operating Expenses	19,306	26,664	24,664
Total Program Expenditures	**333,063**	**331,651**	**368,380**
General Fund Support	333,063	331,651	368,380
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**333,063**	**331,651**	**368,380**
Program Staffing FTEs	**6.0**	**6.0**	**6.0**

Program Summary

Department: **Clerk of the Superior Court**

Program: **Records Retention**

Function Statement
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
- Scan all closed case files into the Arizona case management system (AGAVE)
- Maintain reliable customer service with all units of the Superior Court and the public

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Documents checked before placing in storage	100%	100%	100%
Closed case files scanned into AGAVE system	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,298,627	1,158,900	1,331,541
Operating Expenses	159,115	501,029	488,110
Capital Equipment > $5,000	34,307	150,000	150,000
Total Program Expenditures	**1,492,049**	**1,809,929**	**1,969,651**
Program Funding by Source			
Revenues			
Investment Earnings	-	53,500	53,500
Charges for Services	599,603	611,000	611,000
Other Special Revenue Total	**599,603**	**664,500**	**664,500**
General Fund Support	1,158,147	1,155,667	1,229,994
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(265,701)	(10,238)	75,157
Other Funding Sources	-	-	-
Total Program Funding	**1,492,049**	**1,809,929**	**1,969,651**
Program Staffing FTEs	**29.5**	**30.9**	**33.0**

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Constables

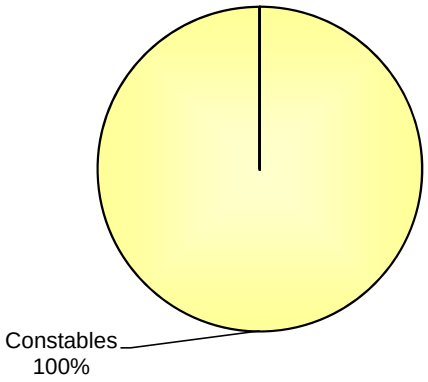
Expenditures: 1,206,968 **Revenues:** 361,390

FTEs 13.0

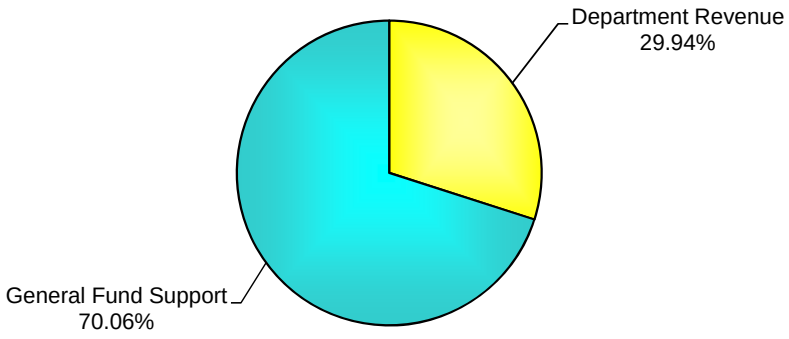
Function Statement: Act as Peace Officer for the Justice Courts. Serve criminal and civil summons. Evict tenants under writs of restitution. Collect debts on writs of execution. Serve restraining orders. Perform arrests and bring defendants to court on civil warrants.

Mandates: ARS Title 22, Chapter 1, Article 1: Justice Precincts and Precinct Officers;
ARS Title 22, Chapter 1, Article 3: Constables

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Constables

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Constables	1,080,377	1,112,731	1,206,968
Total Expenditures	**1,080,377**	**1,112,731**	**1,206,968**
Funding by Source			
Revenues			
Constables	438,689	361,390	361,390
Total Revenues	**438,689**	**361,390**	**361,390**
General Fund Support	641,688	751,341	845,578
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,080,377**	**1,112,731**	**1,206,968**
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 Statement

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Percent of civil papers served	96%	96%	100%
Percent of civil fees collected	80%	80%	100%
Percent of criminal papers served	69%	70%	100%
Percent of domestic violence/harassment orders served	83%	85%	100%
Attempts to serve Justice Court papers	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	944,808	962,697	1,039,785
Operating Expenses	135,569	150,034	167,183
Total Program Expenditures	**1,080,377**	**1,112,731**	**1,206,968**
Program Funding by Source			
Revenues			
Intergovernmental	10,455	-	-
Miscellaneous Revenue	64,065	37,900	37,900
Investment Earnings	10,727	-	-
Charges for Services	353,442	323,490	323,490
Operating Revenue Sub-Total	**438,689**	**361,390**	**361,390**
General Fund Support	641,688	751,341	845,578
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,080,377**	**1,112,731**	**1,206,968**
Program Staffing FTEs	**13.0**	**13.0**	**13.0**

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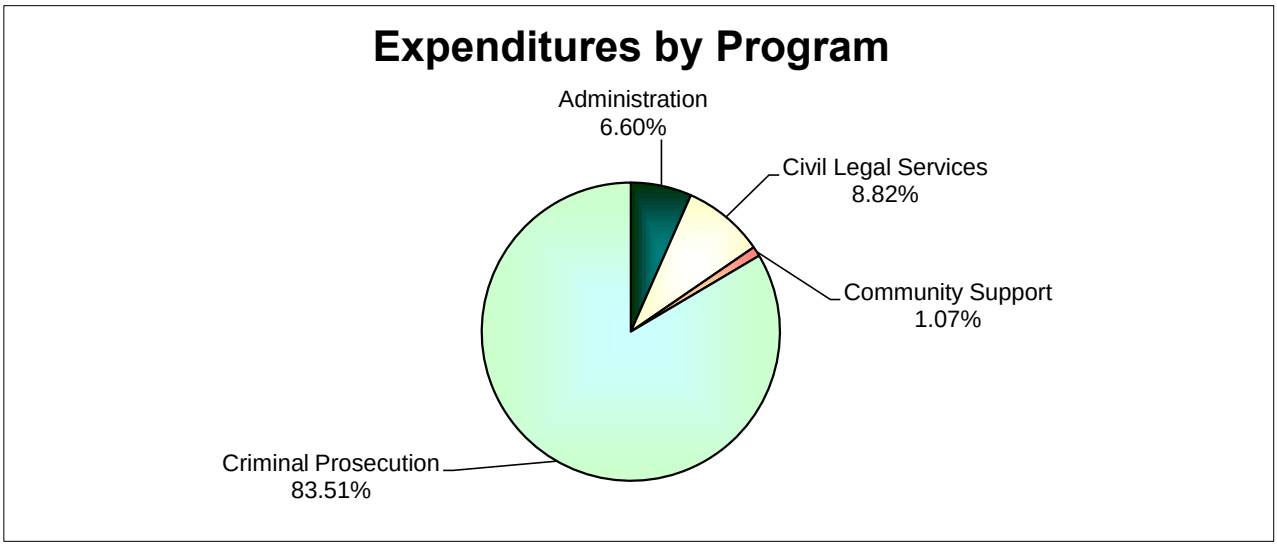
County Attorney

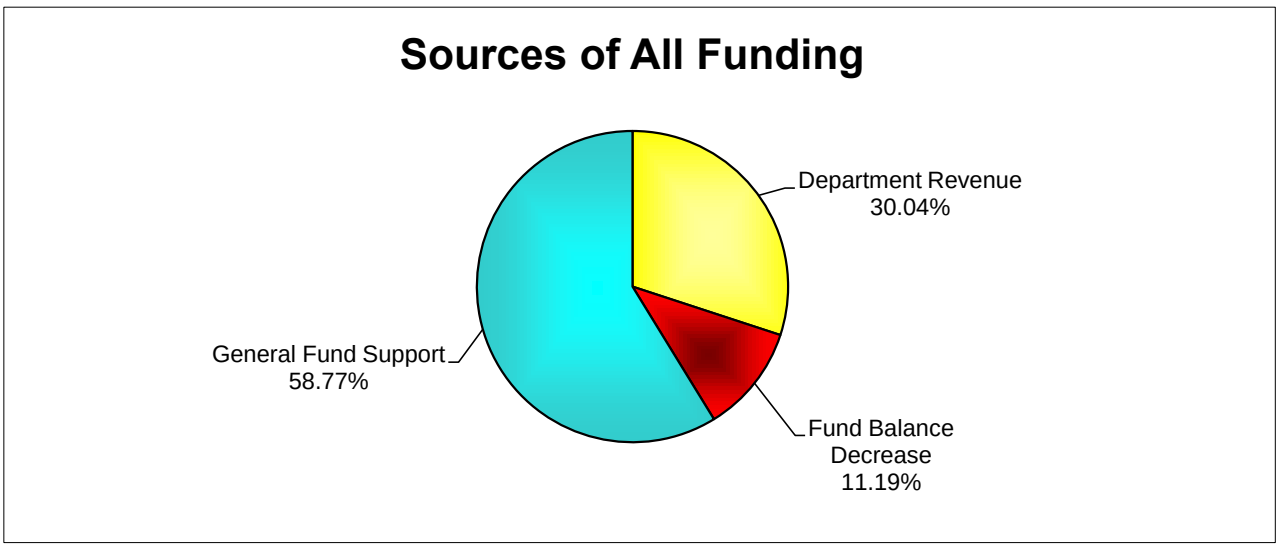
Expenditures: 38,230,893 **Revenues:** 11,483,421

FTEs 479.0

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





Department Summary by Program

Department: County Attorney

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Administration	2,493,636	2,354,364	2,523,840
Civil Legal Services	2,535,649	3,375,718	3,371,982
Community Support	614,426	611,849	409,353
Criminal Prosecution	24,966,002	31,271,734	31,925,718
Total Expenditures	**30,609,713**	**37,613,665**	**38,230,893**
Funding by Source			
Revenues			
Administration	1,513	-	-
Civil Legal Services	101,578	101,500	103,000
Community Support	354,660	400,800	182,027
Criminal Prosecution	11,958,005	12,762,328	11,198,394
Total Revenues	**12,415,756**	**13,264,628**	**11,483,421**
General Fund Support	19,387,799	20,174,804	22,468,352
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(1,193,842)	4,174,233	4,279,120
Other Funding Sources	-	-	-
Total Program Funding	**30,609,713**	**37,613,665**	**38,230,893**
Staffing (FTEs) by Program			
Administration	30.0	30.0	32.0
Civil Legal Services	73.3	77.7	77.0
Community Support	14.0	15.0	12.0
Criminal Prosecution	350.6	363.2	358.0
Total Staffing (FTEs)	**467.9**	**485.9**	**479.0**

Program Summary

Department: **County Attorney**

Program: **Administration**

Function Statement

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Financial reports submitted on time	771	710	698
Help desk ticket satisfaction (1: Bad - 5:Good)	5	5	5
Unscheduled network downtime (hours)	2	2	2
Application training satisfaction (1:bad - 5:good)	5	5	5
Biweekly payroll submitted on time	100%	100%	100%
Witness travel and victim arrangements completed in a timely manner	100%	100%	100%
Increase in volunteers recruited/trained	22%	30%	50%
Network infrastructure uptime (% of 24/7)	100%	100%	100%
Software development schedule adherence	90%	90%	90%

Program Summary

Department: **County Attorney**

Program: **Administration**

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,962,568	2,148,614	2,343,590
Operating Expenses	525,869	205,750	180,250
Capital Equipment > $5,000	5,199	-	-
Total Program Expenditures	**2,493,636**	**2,354,364**	**2,523,840**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	1,533	-	-
Investment Earnings	(20)	-	-
Operating Revenue Sub-Total	**1,513**	**-**	**-**
General Fund Support	2,492,123	2,354,364	2,523,840
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,493,636**	**2,354,364**	**2,523,840**
Program Staffing FTEs	**30.0**	**30.0**	**32.0**

Program Summary

Department: **County Attorney**

Program: **Civil Legal Services**

Function Statement

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 due), property tax appeals, environmental (defense of toxic tort and 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. Provide legas services 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 legal counsel and prepare and monitor contracts necessary to employ such outside counsel on behalf of Pima County.

Program Goals and Objectives

- Serve the public with integrity by fostering ethical, effective and efficient government through the provision of the highest quality legal services
- Provide 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 of the employer sanctions law 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
- Provide quality legal representation in legal actions brought against the Pima County.

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Revenues and/or fines collected by County entities as a result of Civil Legal Services involvement	$5,501,716	$5,167,454	$4,407,346
Hours spent providing legal representation at regularly scheduled meetings of County boards, commissions, departments where legal counsel is required to be present	408	410	400
Routine contracts/amendments/IGA's reviewed	2,411	2,500	4,600
Client education training hours provided	160	110	135
Savings from successful legal defense	82%	91%	95%
Satisfactory or above ratings on client evaluations for defense of legal proceedings	99%	99%	99%

Program Summary

Department: **County Attorney**

Program: **Civil Legal Services**

Cases in which the County prevails in obtaining requested relief	100%	92%	92%
Satisfactory or above ratings on client evaluations for prosecutions of civil actions	99%	99%	99%
Requests for reports/orders acted on within statutory or mutually established deadlines	100%	100%	100%
Satisfactory or above ratings on client evaluations for legal advice and consultation	98%	99%	99%
Satisfactory or above ratings on client evaluation forms for education and training programs and services	99%	99%	99%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	2,496,336	3,307,503	3,268,293
Operating Expenses	39,313	68,215	103,689
Total Program Expenditures	**2,535,649**	**3,375,718**	**3,371,982**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	2,491	-	-
Operating Revenue Sub-Total	**2,491**	**-**	**-**
Revenues			
Intergovernmental	97,687	100,000	100,000
Investment Earnings	1,400	1,500	3,000
Other Special Revenue Total	**99,087**	**101,500**	**103,000**
General Fund Support	2,506,310	3,163,243	3,100,598
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(72,239)	110,975	168,384
Other Funding Sources	-	-	-
Total Program Funding	**2,535,649**	**3,375,718**	**3,371,982**
Program Staffing FTEs	**73.3**	**77.7**	**77.0**

Program Summary

Department: **County Attorney**

Program: **Community Support**

Function Statement

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

- 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
- Provide training to agency staff, Community Justice Board volunteers, and community organizations
- Work with the schools in the community bringing the Campus Crime Stopper Program into the schools
- Increase community use of hotline
- Increase participation at 88-Crime community events
- 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

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Restitution collected	$809,047	$444,909	$600,000
Hotline and 88-Crime office calls	27,649	28,999	30,448
Community Justice Boards	21	18	20
Attendees at community events	16,596	20,745	25,931
Presentations made at community events	127	158	197
Bad Check Program participants	8,986	9,126	9,340
Bad checks submitted	2,495	2,231	2,500
CARGO presentations	0	3	5
Gun locks donated	2,704	3,500	4,500
CJB/staff training programs	23	20	25

Program Summary

Department: **County Attorney**

Program: **Community Support**

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	517,126	532,064	345,508
Operating Expenses	97,300	79,785	63,845
Total Program Expenditures	**614,426**	**611,849**	**409,353**
Program Funding by Source			
Revenues			
Investment Earnings	-	2,000	2,147
Grant Revenue Sub-Total	**-**	**2,000**	**2,147**
Revenues			
Fines & Forfeits	354,435	398,500	179,580
Miscellaneous Revenue	59	-	-
Investment Earnings	166	300	300
Other Special Revenue Total	**354,660**	**398,800**	**179,880**
General Fund Support	196,475	185,722	186,397
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	63,291	25,327	40,929
Other Funding Sources	-	-	-
Total Program Funding	**614,426**	**611,849**	**409,353**
Program Staffing FTEs	**14.0**	**15.0**	**12.0**

Program Summary

Department: **County Attorney**

Program: **Criminal Prosecution**

Function Statement

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
- Provide specialized domestic violence response including intervention services 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 are upheld
- Support and assist victims and witnesses at legal proceedings, hearings, and trials
- Provide comprehensive victim services to the outlying incorporated and unincorporated areas of Pima County
- 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
- 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

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Cost savings achieved by using a volunteer force to help provide victim services.	$537,066	$450,000	$450,000
Felony Cases Presented for review by law enforcement	9,484	9,500	9,500
Total claims processed	326	353	380
Total volunteer hours	29,837	25,000	25,000
Legal reviews and corresponding disbursements of funds to local law enforcement agencies	217	220	230
Total number of victim contacts by advocates	35,676	30,000	30,000

Program Summary

Department: **County Attorney**

Program: **Criminal Prosecution**

Total number of victims served by victim advocates	9,167	8,500	8,500
Juvenile cases presented for review by law enforcement	6,356	6,000	6,100
Requests for investigative services	13,092	13,100	13,500
Felony written victim notifications	57,294	60,000	61,000
Initial appearances hearings (two per day) attended	730	730	730
Total number of services provided to victims by victim advocates	53,366	45,000	45,000
Average number of days to process claims	28	28	28
Percent of violent, dangerous, repetitive offenders tried	74%	70%	70%
Victim restitutions processed within guidelines	100%	100%	100%
Claims processed within 60 days	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	16,954,437	20,710,347	21,194,059
Operating Expenses	7,975,467	10,291,187	10,521,659
Capital Equipment > $5,000	36,098	270,200	210,000
Total Program Expenditures	**24,966,002**	**31,271,734**	**31,925,718**
Program Funding by Source			
Revenues			
Intergovernmental	18,675	-	-
Miscellaneous Revenue	67,313	40,000	40,000
Investment Earnings	(271)	-	-
Operating Revenue Sub-Total	**85,717**	**40,000**	**40,000**
Revenues			
Intergovernmental	4,332,710	5,818,528	3,683,634
Miscellaneous Revenue	13,205	-	112,913
Investment Earnings	-	12,000	6,147
Grant Revenue Sub-Total	**4,345,915**	**5,830,528**	**3,802,694**
Revenues			
Intergovernmental	1,537,043	1,947,100	1,351,600
Fines & Forfeits	3,803,020	20,000	2,270,000
Miscellaneous Revenue	2,123,946	4,866,000	3,570,000
Investment Earnings	62,364	58,700	164,100
Other Special Revenue Total	**7,526,373**	**6,891,800**	**7,355,700**
General Fund Support	14,192,891	14,471,475	16,657,517
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(1,184,894)	4,037,931	4,069,807
Other Funding Sources	-	-	-
Total Program Funding	**24,966,002**	**31,271,734**	**31,925,718**
Program Staffing FTEs	**350.6**	**363.2**	**358.0**

Forensic Science Center

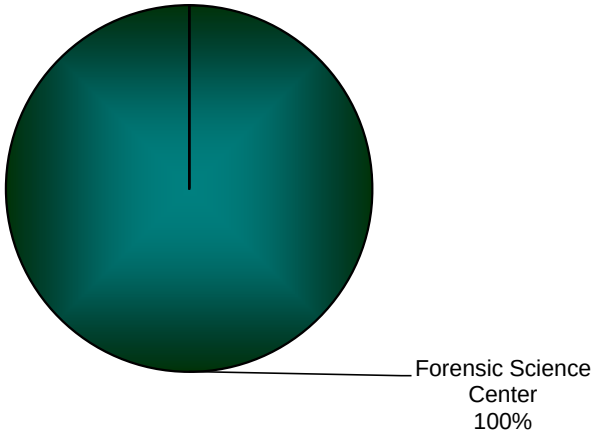
Expenditures: 3,343,476 **Revenues:** 1,573,029

FTEs 32.0

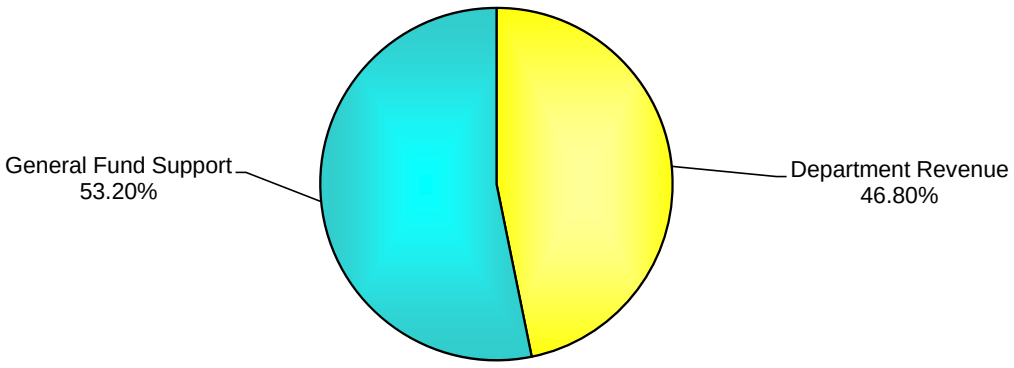
Function Statement: Perform investigations regarding individuals whose deaths are under the jurisdiction of the office of the Medical Examiner.

Mandates: ARS Title 11, Chapter 3, Article 12: County Medical Examiner

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Forensic Science Center

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Forensic Science Center	3,208,342	3,280,184	3,343,476
Total Expenditures	**3,208,342**	**3,280,184**	**3,343,476**
Funding by Source			
Revenues			
Forensic Science Center	1,983,362	1,533,000	1,573,029
Total Revenues	**1,983,362**	**1,533,000**	**1,573,029**
General Fund Support	1,215,230	1,710,658	1,788,017
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	9,750	36,526	(17,570)
Other Funding Sources	-	-	-
Total Program Funding	**3,208,342**	**3,280,184**	**3,343,476**
Staffing (FTEs) by Program			
Forensic Science Center	27.5	31.0	32.0
Total Staffing (FTEs)	**27.5**	**31.0**	**32.0**

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 of death investigation standards
  - Respond to requests for body removal within 60-90 minutes no less than 98% of the time
  - Complete at least 98% of cremation authorizations within 2 days
  - Prepare a minimum of 90% of reports within 3-4 weeks
  - Respond to at least 99% of outside personnel, families, etc. within 2 days

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Requests to remove bodies responded to within 60-90 minutes	95%	97%	98%
Cremation authorization completed within 2 days	95%	98%	98%
Reports prepared within 3-4 weeks	90%	90%	90%
Respond to outside personnel, families, etc. within 2 days	98%	98%	99%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	2,536,881	2,677,697	3,010,417
Operating Expenses	525,339	602,487	333,059
Capital Equipment > $5,000	146,122	-	-
Total Program Expenditures	**3,208,342**	**3,280,184**	**3,343,476**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	21,152	1,500	26,750
Investment Earnings	23	-	-
Charges for Services	1,682,499	1,281,500	1,483,500
Operating Revenue Sub-Total	**1,703,674**	**1,283,000**	**1,510,250**
Revenues			
Intergovernmental	256,500	250,000	34,709
Miscellaneous Revenue	280	-	-
Grant Revenue Sub-Total	**256,780**	**250,000**	**34,709**
Revenues			
Miscellaneous Revenue	13,509	-	28,010
Investment Earnings	24	-	60
Charges for Services	9,375	-	-
Other Special Revenue Total	**22,908**	**-**	**28,070**

Program Summary

Department: **Forensic Science Center**

Program: **Forensic Science Center**

General Fund Support	1,215,230	1,710,658	1,788,017
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	9,750	36,526	(17,570)
Other Funding Sources	-	-	-
Total Program Funding	**3,208,342**	**3,280,184**	**3,343,476**
Program Staffing FTEs	**31.0**	**32.0**	**-**

Justice Court Ajo

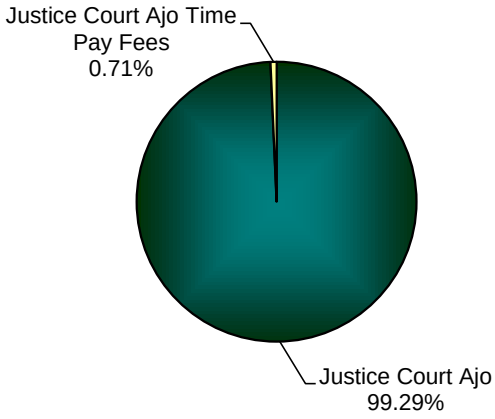
Expenditures: 706,776 **Revenues:** 256,455

FTEs 11.0

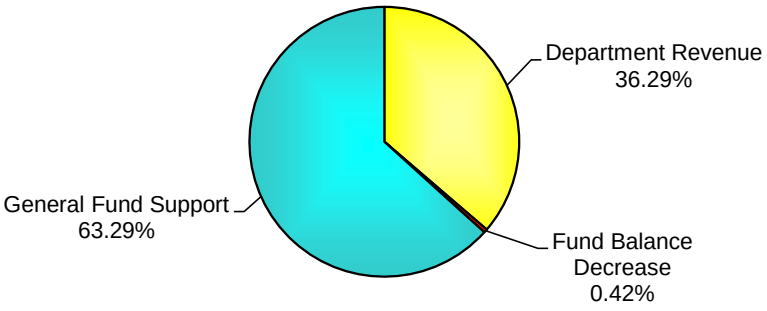
Function Statement: Provide prompt and consistent delivery of services to the public, litigants, and attorneys within the judicial precinct in compliance with court mandates. Provide prompt and orderly disposition of civil, criminal, and traffic cases. Maintain orderly, complete, and accurate records. 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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Justice Court Ajo	653,173	700,632	701,776
Justice Court Ajo Time Pay Fees	13,125	12,750	5,000
Total Expenditures	**666,298**	**713,382**	**706,776**
Funding by Source			
Revenues			
Justice Court Ajo	198,192	249,455	249,455
Justice Court Ajo Time Pay Fees	4,157	7,000	7,000
Total Revenues	**202,349**	**256,455**	**256,455**
General Fund Support	444,118	439,177	447,321
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	19,831	17,750	3,000
Other Funding Sources	-	-	-
Total Program Funding	**666,298**	**713,382**	**706,776**
Staffing (FTEs) by Program			
Justice Court Ajo	10.6	11.0	11.0
Justice Court Ajo Time Pay Fees	1.0	-	-
Total Staffing (FTEs)	**11.6**	**11.0**	**11.0**

Program Summary

Department: **Justice Court Ajo**

Program: **Justice Court Ajo**

Function Statement

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. 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 prompt and orderly disposition of civil, criminal, and traffic cases.

Program Goals and Objectives

- Enter delinquent cases into collections
  - Enter 20% more cases than the previous year
- Improving percentage of probationers requiring court assessment
  - Increase conviction rate up to 80%

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Delinquent cases to be entered into collections	844	553	696
Conviction Rate	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	437,897	526,253	523,810
Operating Expenses	209,760	174,379	177,966
Capital Equipment > $5,000	5,516	-	-
Total Program Expenditures	**653,173**	**700,632**	**701,776**
Program Funding by Source			
Revenues			
Intergovernmental	12,694	15,352	15,352
Fines & Forfeits	150,422	195,839	195,839
Miscellaneous Revenue	175	350	350
Charges for Services	26,106	26,914	26,914
Operating Revenue Sub-Total	**189,397**	**238,455**	**238,455**
Revenues			
Charges for Services	8,795	11,000	11,000
Other Special Revenue Total	**8,795**	**11,000**	**11,000**
General Fund Support	444,118	439,177	447,321
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	10,863	12,000	5,000
Other Funding Sources	-	-	-
Total Program Funding	**653,173**	**700,632**	**701,776**
Program Staffing FTEs	**10.6**	**11.0**	**11.0**

Program Summary

Department: **Justice Court Ajo**

Program: **Justice Court Ajo Time Pay Fees**

Function Statement

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

- Provide courteous and accurate information to the public.
- Complete state and 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.
- Perform internal audit every six months on all files.

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Employees in compliance with state mandatory COJET training	100%	100%	100%
Defaulted cases assigned to FARE	100%	100%	100%
Internal audit of case files performed every six months	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Operating Expenses	13,125	12,750	5,000
Total Program Expenditures	**13,125**	**12,750**	**5,000**
Program Funding by Source			
Revenues			
Investment Earnings	383	-	-
Charges for Services	3,774	7,000	7,000
Other Special Revenue Total	**4,157**	**7,000**	**7,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	8,968	5,750	(2,000)
Other Funding Sources	-	-	-
Total Program Funding	**13,125**	**12,750**	**5,000**
Program Staffing FTEs	**1.0**	**-**	**-**

Justice Court Green Valley

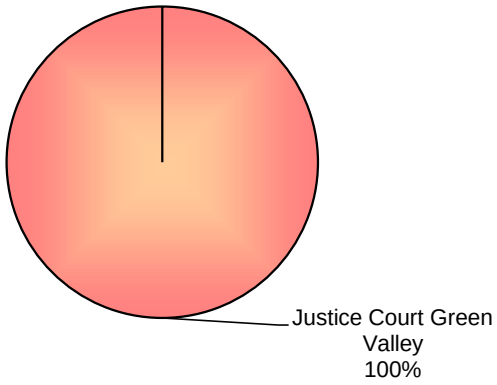
Expenditures: 568,354 **Revenues:** 406,787

FTEs 11.0

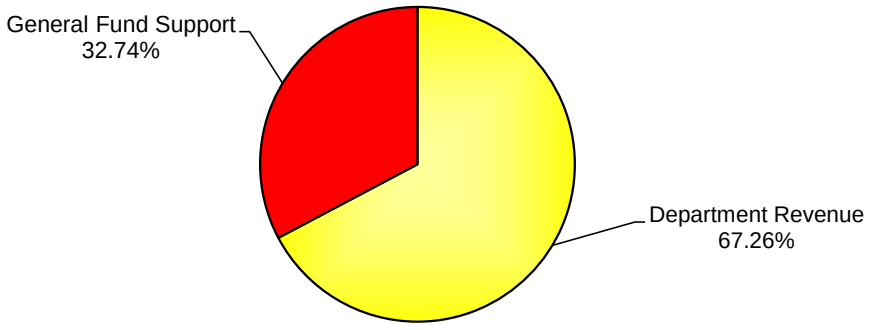
Function Statement: Provide prompt and consistent delivery of judicial services according to law with respect and fairness to all parties. Coordinate the prompt and orderly disposition of civil, criminal, and traffic cases. Manage court services efficiently and effectively. Collect and disburse fees 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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Justice Court Green Valley	522,684	542,077	568,354
Total Expenditures	**522,684**	**542,077**	**568,354**
Funding by Source			
Revenues			
Justice Court Green Valley	418,427	407,903	406,787
Total Revenues	**418,427**	**407,903**	**406,787**
General Fund Support	146,457	173,826	198,003
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(42,200)	(39,652)	(36,436)
Other Funding Sources	-	-	-
Total Program Funding	**522,684**	**542,077**	**568,354**
Staffing (FTEs) by Program			
Justice Court Green Valley	11.5	11.0	11.0
Total Staffing (FTEs)	**11.5**	**11.0**	**11.0**

Program Summary

Department: **Justice Court Green Valley**

Program: **Justice Court Green Valley**

Function Statement

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, the homeless and Veterans Administration
- Perform internal audit every six months on all files

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Employees in compliance with state mandatory COJET training	100%	100%	100%
Case files found to be accurate	92%	97%	97%
Defaulted cases assigned to FARE	100%	100%	100%
Internal audit of case files performed every six months	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	456,796	468,359	487,025
Operating Expenses	65,888	73,718	81,329
Total Program Expenditures	**522,684**	**542,077**	**568,354**
Program Funding by Source			
Revenues			
Intergovernmental	15,042	21,060	21,060
Fines & Forfeits	267,604	250,000	250,000
Charges for Services	58,183	51,480	51,480
Operating Revenue Sub-Total	**340,829**	**322,540**	**322,540**

Program Summary

Department: **Justice Court Green Valley**

Program: **Justice Court Green Valley**

Revenues			
Investment Earnings	1,508	1,116	-
Charges for Services	76,090	84,247	84,247
Other Special Revenue Total	**77,598**	**85,363**	**84,247**
General Fund Support	146,457	173,826	198,003
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(42,200)	(39,652)	(36,436)
Other Funding Sources	-	-	-
Total Program Funding	**522,684**	**542,077**	**568,354**
Program Staffing FTEs	**11.5**	**11.0**	**11.0**

Justice Courts Tucson

Expenditures: 8,448,898 **Revenues:** 6,963,189

FTEs 138.0

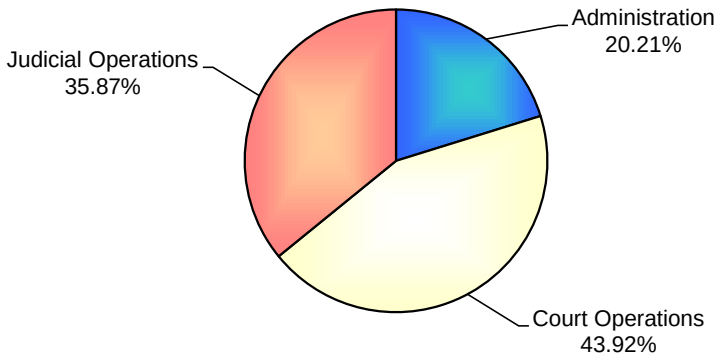
Function Statement:

Serve the public, litigants, and attorneys by providing prompt and orderly disposition of civil, criminal, and traffic cases. Maintain orderly, complete, and accurate records. Prepare statistical reports and other reports as prescribed by law. Collect, record, and disburse fees and fines in accordance with statutes, court orders, ordinances, and policy. Follow court performance guidelines set by court rules, statutes, administrative orders, and guidelines established by the Administrative Office of the 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.

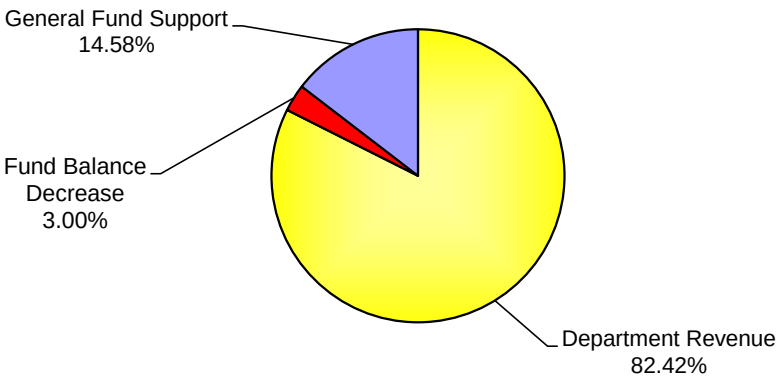
Mandates:

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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Administration	1,618,619	1,716,676	1,707,613
Court Operations	3,829,675	3,589,491	3,710,820
Judicial Operations	2,408,518	2,856,358	3,030,465
Total Expenditures	**7,856,812**	**8,162,525**	**8,448,898**
Funding by Source			
Revenues			
Administration	5,122,953	4,918,692	4,918,692
Court Operations	1,072,172	1,153,933	1,175,200
Judicial Operations	754,538	852,061	869,297
Total Revenues	**6,949,663**	**6,924,686**	**6,963,189**
General Fund Support	912,618	951,530	1,231,943
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(5,469)	286,309	253,766
Other Funding Sources	-	-	-
Total Program Funding	**7,856,812**	**8,162,525**	**8,448,898**
Staffing (FTEs) by Program			
Administration	28.0	30.0	30.0
Court Operations	94.0	88.2	89.0
Judicial Operations	14.0	20.0	19.0
Total Staffing (FTEs)	**136.0**	**138.2**	**138.0**

Program Summary

Department: **Justice Courts Tucson**

Program: **Administration**

Function Statement

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Total funds collected by the court	$15,326,458	$15,400,000	$15,400,000
Total Pima County revenues collected by the court	$5,783,513	$5,800,000	$5,800,000
Number of positions managed	136	138	138
Public usage of buildings by number of individuals	301,808	143,353	143,353

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,302,685	1,364,090	1,478,751
Operating Expenses	315,934	352,586	228,862
Total Program Expenditures	**1,618,619**	**1,716,676**	**1,707,613**
Program Funding by Source			
Revenues			
Intergovernmental	168,680	-	-
Licenses & Permits	154	-	-
Fines & Forfeits	2,766,631	2,712,192	2,712,192
Miscellaneous Revenue	70,634	56,000	56,000
Investment Earnings	(1,767)	-	-
Charges for Services	2,118,621	2,150,500	2,150,500
Operating Revenue Sub-Total	**5,122,953**	**4,918,692**	**4,918,692**

Program Summary

Department: **Justice Courts Tucson**

Program: **Administration**

General Fund Support	(3,504,334)	(3,202,016)	(3,211,079)
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,618,619**	**1,716,676**	**1,707,613**
Program Staffing FTEs	**28.0**	**30.0**	**30.0**

Program Summary

Department: **Justice Courts Tucson**

Program: **Court Operations**

Function Statement

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	**FY 2011/2012 Actual**	**FY 2012/2013 Estimated**	**FY 2013/2014 Planned**
Total case filings	141,043	155,443	155,443
Disposition rate	100%	100%	100%

	FY 2011/2012 Actual	**FY 2012/2013 Adopted**	**FY 2013/2014 Adopted**
Program Expenditures by Object			
Personnel Services	3,481,254	3,309,962	3,466,257
Operating Expenses	348,421	279,529	244,563
Total Program Expenditures	**3,829,675**	**3,589,491**	**3,710,820**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	369	-	-
Charges for Services	652,860	780,000	780,000
Operating Revenue Sub-Total	**653,229**	**780,000**	**780,000**
Revenues			
Intergovernmental	24,329	15,000	15,000
Fines & Forfeits	50,093	-	50,000
Charges for Services	344,521	358,933	330,200
Other Special Revenue Total	**418,943**	**373,933**	**395,200**

Program Summary

Department: **Justice Courts Tucson**

Program: **Court Operations**

General Fund Support	2,647,000	2,485,183	2,645,051
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	110,503	(49,625)	(109,431)
Other Funding Sources	-	-	-
Total Program Funding	**3,829,675**	**3,589,491**	**3,710,820**
Program Staffing FTEs	**94.0**	**88.2**	**89.0**

Program Summary

Department: **Justice Courts Tucson**

Program: **Judicial Operations**

Function Statement

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Total filings	141,043	155,443	155,443
Disposition rate	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,448,494	1,608,417	1,792,276
Operating Expenses	768,966	1,155,841	1,096,889
Capital Equipment > $5,000	191,058	92,100	141,300
Total Program Expenditures	**2,408,518**	**2,856,358**	**3,030,465**
Program Funding by Source			
Revenues			
Intergovernmental	-	168,000	168,000
Miscellaneous Revenue	4,690	-	-
Operating Revenue Sub-Total	**4,690**	**168,000**	**168,000**
Revenues			
Intergovernmental	159,287	134,061	151,297
Grant Revenue Sub-Total	**159,287**	**134,061**	**151,297**
Investment Earnings	8,931	-	-
Charges for Services	581,630	550,000	550,000
Other Special Revenue Total	**590,561**	**550,000**	**550,000**

Program Summary

Department: **Justice Courts Tucson**

Program: **Judicial Operations**

General Fund Support	1,769,952	1,668,363	1,797,971
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(115,972)	335,934	363,197
Other Funding Sources	-	-	-
Total Program Funding	**2,408,518**	**2,856,358**	**3,030,465**
Program Staffing FTEs	**14.0**	**20.0**	**19.0**

Juvenile Court

Expenditures: 32,683,021 **Revenues:** 9,687,211

FTEs 488.4

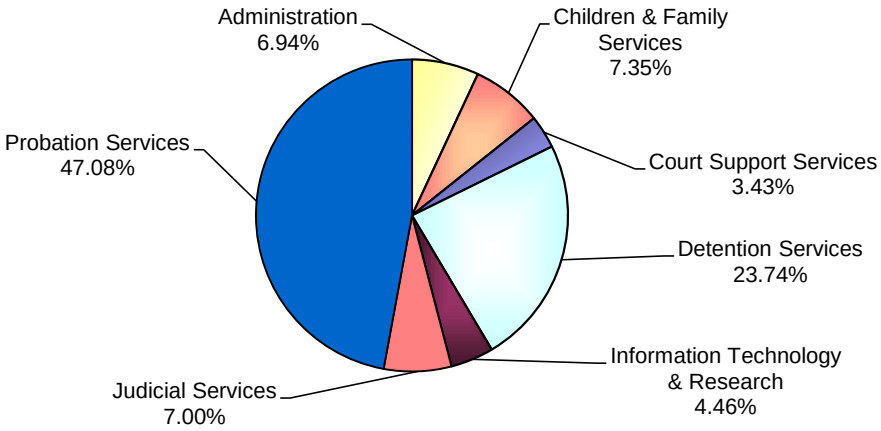
Function Statement:

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.

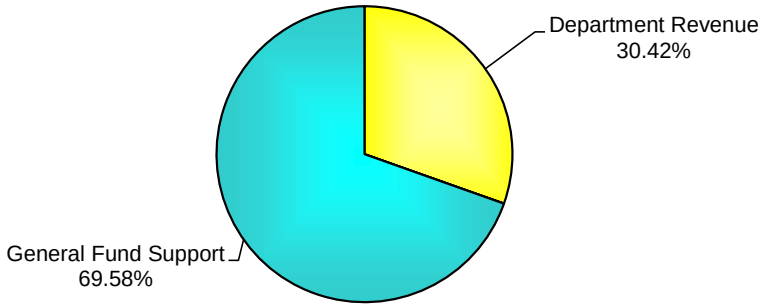
Mandates:

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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Administration	2,752,423	2,002,359	2,268,296
Children & Family Svcs	2,071,881	2,246,012	2,401,357
Court Support Services	937,178	1,071,122	1,119,490
Detention Services	7,376,903	7,614,492	7,757,350
Information Technology	1,574,305	1,366,433	1,457,293
Judicial Services	2,054,679	2,176,748	2,286,260
Probation Services	14,276,885	15,317,835	15,392,975
Total Expenditures	**31,044,254**	**31,795,001**	**32,683,021**
Funding by Source			
Revenues			
Administration	282,430	214,009	241,480
Children & Family Svcs	1,162,540	1,446,677	1,282,160
Court Support Services	1,036	-	-
Detention Services	104,796	100,000	100,000
Information Technology	124,539	127,607	65,234
Judicial Services	31	-	-
Probation Services	7,491,360	8,039,735	7,998,337
Total Revenues	**9,166,732**	**9,928,028**	**9,687,211**
General Fund Support	22,111,779	22,147,452	23,152,677
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(234,257)	(280,479)	(156,867)
Other Funding Sources	-	-	-
Total Program Funding	**31,044,254**	**31,795,001**	**32,683,021**
Staffing (FTEs) by Program			
Administration	30.4	31.0	29.5
Children & Family Svcs	35.3	37.0	44.0
Court Support Services	17.5	21.2	20.6
Detention Services	179.8	160.8	156.8
Information Technology	15.6	17.0	16.0
Judicial Services	24.4	24.4	24.6
Probation Services	222.7	200.9	196.9
Total Staffing (FTEs)	**525.7**	**492.3**	**488.4**

Program Summary

Department: **Juvenile Court**

Program: **Administration**

Function Statement

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 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

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Percentage of financial reports submitted on time	99%	99%	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%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,425,326	1,566,952	1,684,456
Operating Expenses	1,253,559	435,407	583,840
Capital Equipment > $5,000	73,538	-	-
Total Program Expenditures	**2,752,423**	**2,002,359**	**2,268,296**
Program Funding by Source			
Miscellaneous Revenue	36,497	1,500	2,000
Investment Earnings	-	100	100
Operating Revenue Sub-Total	**36,497**	**1,600**	**2,100**
Revenues			
Intergovernmental	222,559	209,319	239,380
Miscellaneous Revenue	23,374	3,090	-
Grant Revenue Sub-Total	**245,933**	**212,409**	**239,380**
General Fund Support	2,511,738	1,788,350	2,026,700
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(41,745)	-	116
Other Funding Sources	-	-	-
Total Program Funding	**2,752,423**	**2,002,359**	**2,268,296**
Program Staffing FTEs	**30.4**	**31.0**	**29.5**

Program Summary

Department: **Juvenile Court**

Program: **Children & Family Svcs**

Function Statement

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Cases resolved by full agreement through mediation	787	1,072	1,200
Average time to permanency hearing (ASFA standard is 1 year)	221	225	220
PPH held within 7 days	73%	91%	91%
Eligible clients assessed for drug court	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,689,126	1,814,625	2,083,317
Operating Expenses	382,755	431,387	318,040
Total Program Expenditures	**2,071,881**	**2,246,012**	**2,401,357**
Program Funding by Source			
Charges for Services	18,837	30,000	5,200
Operating Revenue Sub-Total	**18,837**	**30,000**	**5,200**
Revenues			
Intergovernmental	588,898	800,112	708,457
Grant Revenue Sub-Total	**588,898**	**800,112**	**708,457**
Revenues			
Intergovernmental	554,588	616,565	568,503
Miscellaneous Revenue	28	-	-
Investment Earnings	189	-	-
Other Special Revenue Total	**554,805**	**616,565**	**568,503**

Program Summary

Department: **Juvenile Court**

Program: **Children & Family Svcs**

General Fund Support	823,559	832,503	1,147,783
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	85,782	(33,168)	(28,586)
Other Funding Sources	-	-	-
Total Program Funding	**2,071,881**	**2,246,012**	**2,401,357**
Program Staffing FTEs	**35.3**	**37.0**	**44.0**

Program Summary

Department: **Juvenile Court**

Program: **Court Support Services**

Function Statement

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Assessment consumer satisfaction rating	98%	98%	98%
Assign qualified language interpreters	100%	100%	100%
Provide language translations within the legally required timelines	100%	100%	100%
Intra-department mail delivered promptly and accurately	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	689,780	851,742	917,540
Operating Expenses	247,398	219,380	201,950
Total Program Expenditures	**937,178**	**1,071,122**	**1,119,490**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	1,036	-	-
Operating Revenue Sub-Total	**1,036**	**-**	**-**
General Fund Support	936,142	1,071,122	1,119,490
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**937,178**	**1,071,122**	**1,119,490**
Program Staffing FTEs	**17.5**	**21.2**	**20.6**

Program Summary

Department: **Juvenile Court**

Program: **Detention Services**

Function Statement

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 through testing
- Increase number of youth achieving their GED through testing
- Increase attendance at Make a Change (MAC) family education
- Increase the number of youth served by Make a Change (MAC), a program that prepares juveniles for making the transition to treatment programs

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Youth assigned a community based mentor	23%	30%	40%
Increase # of boys served by Make a Change (MAC)	59%	75%	80%
Increase # of girls served by Make a Change (MAC)	76%	84%	89%
Youth reporting assigned detention mentor is beneficial	78%	80%	85%
Youth achieving a food handler's certificate through testing	12%	12%	20%
Youth achieving their GED through testing	4%	18%	36%
Increase attendance at Make a Change (MAC) Family Education Session	27%	50%	75%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	6,473,535	6,787,692	6,936,850
Operating Expenses	903,368	826,800	820,500
Total Program Expenditures	**7,376,903**	**7,614,492**	**7,757,350**
Program Funding by Source			
Revenues			
Intergovernmental	104,642	100,000	100,000
Miscellaneous Revenue	154	-	-
Operating Revenue Sub-Total	**104,796**	**100,000**	**100,000**
General Fund Support	7,272,107	7,514,492	7,657,350
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**7,376,903**	**7,614,492**	**7,757,350**
Program Staffing FTEs	**179.8**	**160.8**	**156.8**

Program Summary

Department: **Juvenile Court**

Program: **Information Technology**

Function Statement

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, the Superior Court case management system (AGAVE), and the Pima County Attorney's office case management system (CAMMS). 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 and JOLTSaz by the beginning of fiscal year 2013/14

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Computer infrastructure operative	99%	99%	99%
Complete rollout of JOLTSaz	n/a	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,232,533	1,204,783	1,338,493
Operating Expenses	210,081	161,650	118,800
Capital Equipment > $5,000	131,691	-	-
Total Program Expenditures	**1,574,305**	**1,366,433**	**1,457,293**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	(250)	-	-
Operating Revenue Sub-Total	**(250)**	**-**	**-**
Revenues			
Intergovernmental	15,050	-	-
Grant Revenue Sub-Total	**15,050**	**-**	**-**
Revenues			
Intergovernmental	109,650	127,607	65,234
Investment Earnings	89	-	-
Other Special Revenue Total	**109,739**	**127,607**	**65,234**

Program Summary

Department: **Juvenile Court**

Program: **Information Technology**

General Fund Support	1,445,827	1,238,826	1,392,041
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	3,939	-	18
Other Funding Sources	-	-	-
Total Program Funding	**1,574,305**	**1,366,433**	**1,457,293**
Program Staffing FTEs	**15.6**	**17.0**	**16.0**

Program Summary

Department: **Juvenile Court**

Program: **Judicial Services**

Function Statement
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

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Dependency hearings held within legal time frames	90%	90%	90%
Hearings contested	14%	11%	11%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,814,541	1,940,048	2,048,060
Operating Expenses	240,138	236,700	238,200
Total Program Expenditures	**2,054,679**	**2,176,748**	**2,286,260**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	31	-	-
Operating Revenue Sub-Total	**31**	**-**	**-**
General Fund Support	2,054,648	2,176,748	2,286,260
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,054,679**	**2,176,748**	**2,286,260**
Program Staffing FTEs	**24.4**	**24.4**	**24.6**

Program Summary

Department: **Juvenile Court**

Program: **Probation Services**

Function Statement

Ensure community safety by providing supervision and diversion services to court referred juveniles in accordance with state mandates and statutes.

Description of Services

Receive and process juvenile delinquency referrals, provide diversion services, complete investigations of petitioned cases and recommend appropriate services and supervision levels to the Court on adjudicated cases. Provide community supervision and monitoring of compliance with court orders through a system of graduated responses.

Program Goals and Objectives

- Probationers' successful completion of standard probation
- Probationers' successful completion of intensive probation
- 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
- Prevent recidivism among participants while in the Community Support (Alternative to Detention) Program
- Prevent recidivism among participants while on Electronic Monitoring (Alternative to Detention) Program

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Amount of restitution collected	$176,161	$174,000	$174,000
Number of community restitution hours worked	33,676	38,000	38,000
Successful completion of standard probation	74%	75%	75%
Successful completion of intensive probation	71%	70%	70%
Successful completion of diversion consequences within 90 days	92%	92%	92%
Victim customer service satisfaction rating	95%	95%	95%
Percentage of youth who recidivated while participating in CSP	16%	15%	14%
Percentage of youth who recidivated while participating in EM	27%	25%	22%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	9,917,915	10,593,327	10,516,911
Operating Expenses	4,285,275	4,724,508	4,876,064
Capital Equipment > $5,000	73,695	-	-
Total Program Expenditures	**14,276,885**	**15,317,835**	**15,392,975**
Program Funding by Source			
Miscellaneous Revenue	(1,347)	-	-
Operating Revenue Sub-Total	**(1,347)**	**-**	**-**
Revenues			
Intergovernmental	252,235	210,877	281,272
Investment Earnings	7	-	-
Grant Revenue Sub-Total	**252,242**	**210,877**	**281,272**

Program Summary

Department: **Juvenile Court**

Program: **Probation Services**

Revenues			
Intergovernmental	6,825,406	7,465,658	7,312,159
Fines & Forfeits	18,513	10,000	8,000
Miscellaneous Revenue	(11,474)	(3,000)	(2,700)
Investment Earnings	9,193	7,200	7,894
Charges for Services	398,827	349,000	391,712
Other Special Revenue Total	**7,240,465**	**7,828,858**	**7,717,065**
General Fund Support	7,067,758	7,525,411	7,523,053
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(282,233)	(247,311)	(128,415)
Other Funding Sources	-	-	-
Total Program Funding	**14,276,885**	**15,317,835**	**15,392,975**
Program Staffing FTEs	**222.7**	**200.9**	**196.9**

Legal Defender

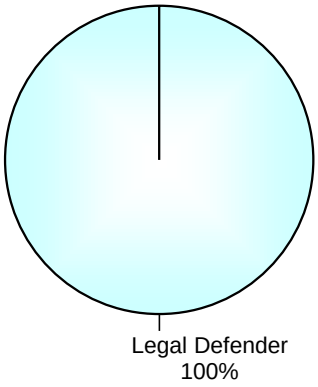
Expenditures: 3,967,067 **Revenues:** 18,475

FTEs 43.5

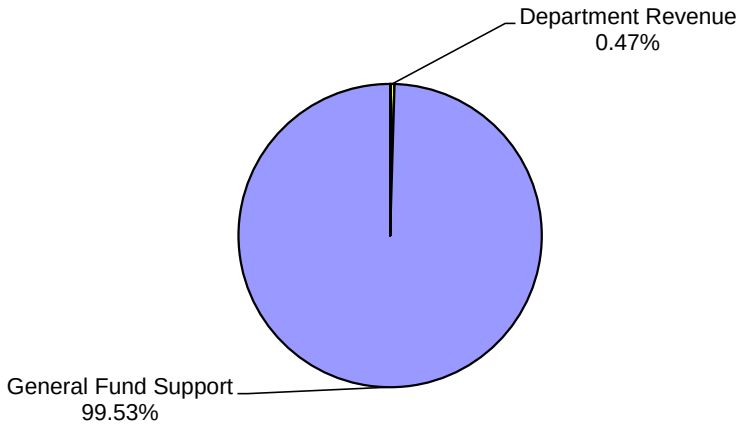
Function Statement: Provide quality legal representation in an efficient, cost effective manner for indigent individuals entitled to appointed counsel. Provide representation in the Superior Court, Juvenile Court, Justice Courts, the Arizona Court of Appeals, Arizona Supreme Court and, in certain circumstances,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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Legal Defender	4,076,900	3,805,099	3,967,067
Total Expenditures	**4,076,900**	**3,805,099**	**3,967,067**
Funding by Source			
Revenues			
Legal Defender	26,159	21,275	18,475
Total Revenues	**26,159**	**21,275**	**18,475**
General Fund Support	4,042,409	3,776,099	3,948,592
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	8,332	7,725	-
Other Funding Sources	-	-	-
Total Program Funding	**4,076,900**	**3,805,099**	**3,967,067**
Staffing (FTEs) by Program			
Legal Defender	43.0	42.5	43.5
Total Staffing (FTEs)	**43.0**	**42.5**	**43.5**

Program Summary

Department: **Legal Defender**

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 attorney retention rate of at least 90%
- Provide legal representation to 20% of new indigent felony cases

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Attorney retention rate	87%	96%	90%
Percentage of new indigent felony initial appearance assignments	15%	12%	20%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	3,606,010	3,446,827	3,681,958
Operating Expenses	470,890	358,272	285,109
Total Program Expenditures	**4,076,900**	**3,805,099**	**3,967,067**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	2,628	-	-
Operating Revenue Sub-Total	**2,628**	**-**	**-**
Revenues			
Intergovernmental	22,180	21,000	18,000
Miscellaneous Revenue	1,014	-	200
Investment Earnings	337	275	275
Other Special Revenue Total	**23,531**	**21,275**	**18,475**
General Fund Support	4,042,409	3,776,099	3,948,592
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	8,332	7,725	-
Other Funding Sources	-	-	-
Total Program Funding	**4,076,900**	**3,805,099**	**3,967,067**
Program Staffing FTEs	**43.0**	**42.5**	**43.5**

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Office of Court Appointed Counsel

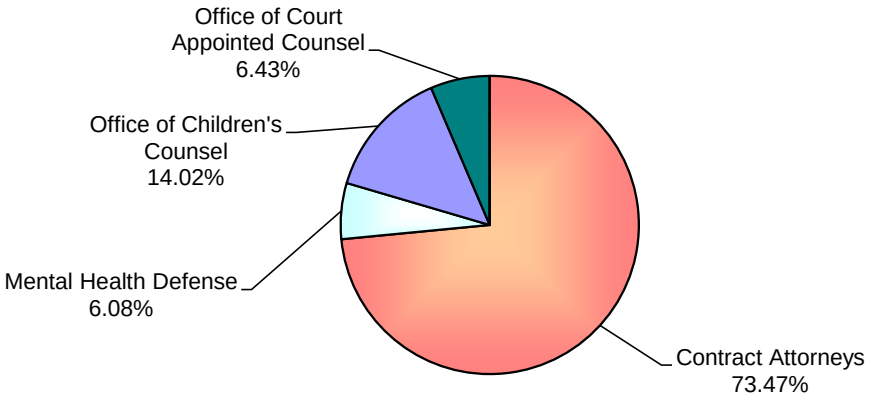
Expenditures: 9,783,597 **Revenues:** 823,454

FTEs 36.5

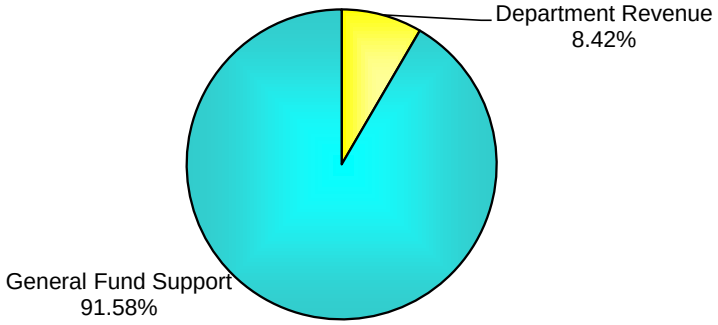
Function Statement: Provide eligibility screening and recommend attorney assessments for legal representation of out-of-custody defendants charged with criminal offenses in the Superior, Juvenile, and Justice Courts. Represent children in dependency and severance cases. Provide administrative support 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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Contract Attorney	9,554,386	7,187,938	7,187,938
Mental Health Defense	250,742	597,108	594,831
Office of Children's Counsel	1,125,416	1,323,035	1,371,924
Office of Court Appointed Counsel	538,380	596,408	628,904
Photo Enforcement	2,198,429	1,371,602	-
Total Expenditures	**13,667,353**	**11,076,091**	**9,783,597**
Funding by Source			
Revenues			
Contract Attorney	1,330,789	823,454	823,454
Photo Enforcement	2,517,334	2,776,310	-
Total Revenues	**3,848,123**	**3,599,764**	**823,454**
General Fund Support	9,819,230	7,476,327	8,960,143
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**13,667,353**	**11,076,091**	**9,783,597**
Staffing (FTEs) by Program			
Mental Health Defense	-	8.0	7.0
Office of Children's Counsel	11.0	20.0	20.0
Office of Court Appointed Counsel	9.8	8.5	9.5
Photo Enforcement	0.3	-	-
Total Staffing (FTEs)	**21.1**	**36.5**	**36.5**

Note: Beginning Fiscal Year 2013/2014, Photo Traffic Enforcement will be accounted for in non-departmental.

Program Summary

Department: **Office of Court Appointed Counsel**

Program: **Contract Attorneys**

Function Statement

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 Title 36 mental health proceedings
- Ensure that all eligible individuals receive representation for dependency, delinquency, juvenile mental health, Guadian at Litem (GAL) and severance proceedings in Juvenile Court
- Ensure that all eligible individuals receive representation for misdemeanor cases in Justice Court

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 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%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	27,613	-	-
Operating Expenses	9,526,773	7,187,938	7,187,938
Total Program Expenditures	**9,554,386**	**7,187,938**	**7,187,938**

Program Summary

Department: **Office of Court Appointed Counsel**

Program: **Contract Attorneys**

Program Funding by Source			
Revenues			
Miscellaneous Revenue	22,971	-	-
Charges for Services	1,307,818	823,454	823,454
Operating Revenue Sub-Total	**1,330,789**	**823,454**	**823,454**
General Fund Support	8,223,597	6,364,484	6,364,484
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**9,554,386**	**7,187,938**	**7,187,938**

Program Summary

Department: **Office of Court Appointed Counsel**

Program: **Mental Health Defense**

Function Statement

In the Superior Court through the Title 36 process, represent persons that display behavior that is within the categories of danger to self (DTS), danger to others (DTO), persistently or acutely disabled (PAD) or gravely disabled (GD).

Description of Services

Provide quality representation to adults who, because of their mental illness are either unable or unwilling to participate in treatment on a voluntary basis and meet one of the four standards as detailed in Title 36: mental disorder of the person's emotional processes, thought, cognition or memory; danger to self (DTS); danger to others (DTO); persistently or acutely disabled (PAD) or gravely disabled (GD). Work in the best interests of the patients and work with the Court and treatment facilities to recommend necessary services when available.

Program Goals and Objectives

- Receive 85% of all new assignments for the representation Title 36 clients in Pima County Superior Court actions in cases which are initiated by emergency application or involuntary application non-emergent or pre-petition screening
- Receive 55% of all active roll-over assignments that are currently represented by court appointed contract counsel

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Percent of initial case assignments accepted	75%	85%	95%
Percent of roll-over assignments accepted	30%	55%	75%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	226,942	539,040	535,800
Operating Expenses	16,809	58,068	59,031
Capital Equipment > $5,000	6,991	-	-
Total Program Expenditures	**250,742**	**597,108**	**594,831**
General Fund Support	250,742	597,108	594,831
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**250,742**	**597,108**	**594,831**
Program Staffing FTEs	**-**	**8.0**	**7.0**

Program Summary

Department: **Office of Court Appointed Counsel**

Program: **Office of Children's Counsel**

Function Statement

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.

Description of Services

Using attorneys and social workers, provide 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 75% 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 55% of active cases into the second and/or subsequent year of representation

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Percent of initial case assignments accepted	70%	75%	75%
Percent of second year assignments accepted	50%	55%	55%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,021,737	1,240,367	1,276,269
Operating Expenses	103,679	82,668	95,655
Total Program Expenditures	**1,125,416**	**1,323,035**	**1,371,924**
Program Funding by Source			
General Fund Support	1,125,416	1,323,035	1,371,924
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**1,125,416**	**1,323,035**	**1,371,924**
Program Staffing FTEs	**11.0**	**20.0**	**20.0**

Program Summary

Department: **Office of Court Appointed Counsel**

Program: **Office of Court Appointed Counsel**

Function Statement

Provide administrative support for the contract attorney program, Office of Children's Counsel, Mental Health Defender, 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 facing the possibility of incarceration.

Program Goals and Objectives

- Attend 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
- Screen all Justice Court defendants that may require court appointed counsel and provide financial assessment recommendations to judges
- Enter current indigent appointments into the Indigent Defense case management system on a daily basis
- Ensure accurate appointment of counsel in all cases which includes: Performing surface conflicts checks to determine appropriate agency or contract counsel to appoint and routing appointments timely through the JustWare Staging Application
- Process all contractor claims and defense related expenses in a timely manner

Program Performance Measures	**FY 2011/2012 Actual**	**FY 2012/2013 Estimated**	**FY 2013/2014 Planned**
Appointment of counsel entered into data warehouse	100%	100%	100%
Vendor claims processed within ten working days	97%	97%	97%
Felony indigents and quasi indigents screen for eligibility of counsel	97%	97%	97%
Vendor claims processed accurately	97%	97%	97%

	FY 2011/2012 Actual	**FY 2012/2013 Adopted**	**FY 2013/2014 Adopted**
Program Expenditures by Object			
Personnel Services	462,552	541,202	574,048
Operating Expenses	63,138	55,206	54,856
Capital Equipment > $5,000	12,690	-	-
Total Program Expenditures	**538,380**	**596,408**	**628,904**

Program Summary

Department: **Office of Court Appointed Counsel**

Program: **Office of Court Appointed Counsel**

General Fund Support	538,380	596,408	628,904
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**538,380**	**596,408**	**628,904**
Program Staffing FTEs	**9.8**	**8.5**	**9.5**

Public Defender

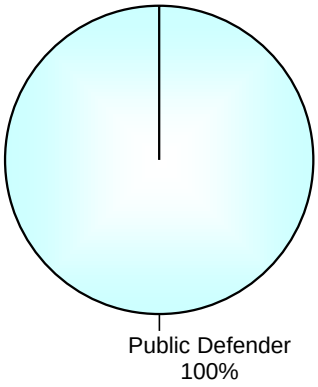
Expenditures: 13,514,043 **Revenues:** 384,029

FTEs 164.1

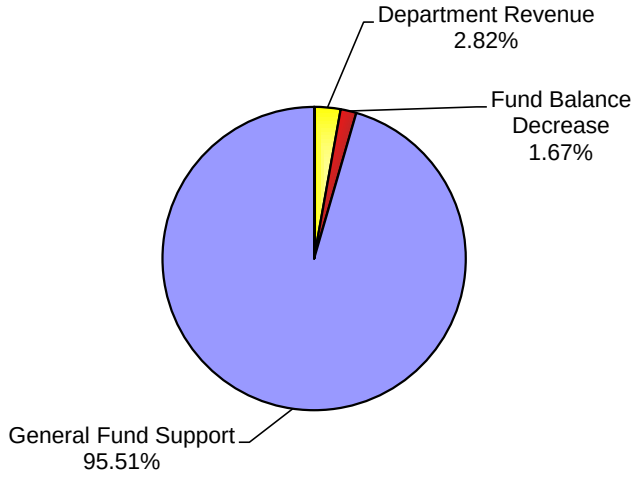
Function Statement: Provide quality legal representation in an efficient, cost effective manner for indigent individuals entitled to appointed counsel. Provide representation in the Superior Court, Juvenile Court, Justice Courts, the Arizona Court of Appeals, Arizona Supreme Court and, in certain circumstances,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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Public Defender	12,717,371	13,157,536	13,514,043
Total Expenditures	**12,717,371**	**13,157,536**	**13,514,043**
Funding by Source			
Revenues			
Public Defender	431,514	375,632	384,029
Total Revenues	**431,514**	**375,632**	**384,029**
General Fund Support	12,429,235	12,646,730	13,020,260
Net Operating Transfers In/(Out)	(181,217)	-	(118,500)
Fund Balance Decrease/(Increase)	37,839	135,174	228,254
Other Funding Sources	-	-	-
Total Program Funding	**12,717,371**	**13,157,536**	**13,514,043**
Staffing (FTEs) by Program			
Public Defender	163.7	163.9	164.1
Total Staffing (FTEs)	**163.7**	**163.9**	**164.1**

Program Summary

Department: **Public Defender**

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 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 at least 75% of new indigent felony cases

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Attorney retention rate	92%	93%	90%
Percentage of new indigent felony inital appearance assignments	76%	79%	75%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	11,408,661	11,888,868	12,137,745
Operating Expenses	1,295,241	1,268,668	1,376,298
Capital Equipment > $5,000	13,469	-	-
Total Program Expenditures	**12,717,371**	**13,157,536**	**13,514,043**
Program Funding by Source			
Revenues			
Intergovernmental	17,591	17,472	17,472
Miscellaneous Revenue	14,976	-	-
Operating Revenue Sub-Total	**32,567**	**17,472**	**17,472**
Revenues			
Intergovernmental	391,803	354,600	363,677
Miscellaneous Revenue	3,537	-	500
Investment Earnings	3,607	3,560	2,380
Other Special Revenue Total	**398,947**	**358,160**	**366,557**
General Fund Support	12,429,235	12,646,730	13,020,260
Net Operating Transfers In/(Out)	(181,217)	-	(118,500)
Fund Balance Decrease/(Increase)	37,839	135,174	228,254
Other Funding Sources	-	-	-
Total Program Funding	**12,717,371**	**13,157,536**	**13,514,043**
Program Staffing FTEs	**163.7**	**163.9**	**164.1**

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Public Fiduciary

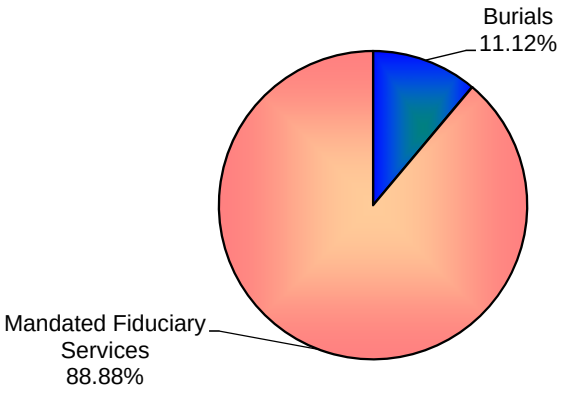
Expenditures: 2,553,723 **Revenues:** 506,473

FTEs 35.2

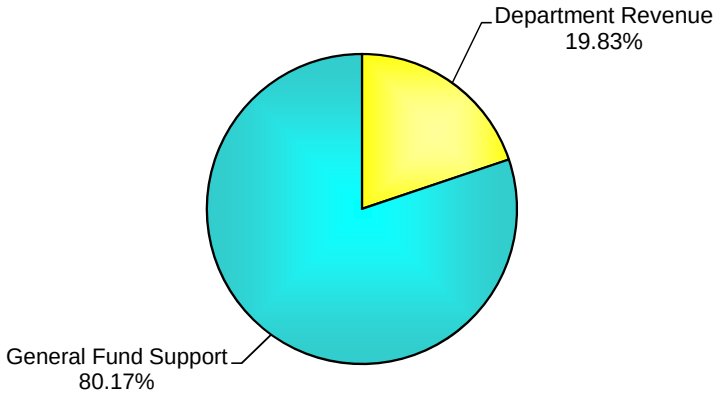
Function Statement: Accept appointment by the Superior Court to serve as conservator, guardian, or personal representative for individuals. Maintain and administer insurance benefits to meet estate planning needs. Maintain and liquidate securities. Prepare taxes. Determine eligibility of and provide 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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Burials	391,715	280,464	284,038
Mandated Fiduciary Services	2,167,103	2,194,216	2,269,685
Total Expenditures	**2,558,818**	**2,474,680**	**2,553,723**
Funding by Source			
Revenues			
Burials	13,303	15,000	15,000
Mandated Fiduciary Services	579,439	696,131	491,473
Total Revenues	**592,742**	**711,131**	**506,473**
General Fund Support	1,966,076	1,763,549	2,047,250
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,558,818**	**2,474,680**	**2,553,723**
Staffing (FTEs) by Program			
Burials	1.0	1.0	1.0
Mandated Fiduciary Services	34.6	33.3	34.2
Total Staffing (FTEs)	**35.6**	**34.3**	**35.2**

Program Summary

Department: **Public Fiduciary**

Program: **Burials**

Function Statement
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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Quarterly inspections of cemetery to ensure proper maintenance of grounds	4	4	4
Applications processed and eligibilty determined within 72 hours	75%	85%	95%
Cases closed within 60 days of date of interment	80%	85%	90%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	47,435	53,608	55,857
Operating Expenses	344,280	226,856	228,181
Total Program Expenditures	**391,715**	**280,464**	**284,038**
Program Funding by Source			
Revenues			
Charges for Services	13,303	15,000	15,000
Operating Revenue Sub-Total	**13,303**	**15,000**	**15,000**
General Fund Support	378,412	265,464	269,038
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**391,715**	**280,464**	**284,038**
Program Staffing FTEs	**1.0**	**1.0**	**1.0**

Program Summary

Department: **Public Fiduciary**

Program: **Mandated Fiduciary Services**

Function Statement

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Investigations completed within 30 days of receipt of documents	66%	75%	85%
Annual reports to Superior Court filed on time	81%	95%	100%
Client budgets developed within 90 days of appointment	72%	90%	100%
Inventories filed with court within 90 days of appointment	92%	95%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	2,061,810	2,095,161	2,134,517
Operating Expenses	105,293	99,055	135,168
Total Program Expenditures	**2,167,103**	**2,194,216**	**2,269,685**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	11,646	2,400	2,400
Charges for Services	567,793	693,731	489,073
Operating Revenue Sub-Total	**579,439**	**696,131**	**491,473**
General Fund Support	1,587,664	1,498,085	1,778,212
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,167,103**	**2,194,216**	**2,269,685**
Program Staffing FTEs	**34.6**	**33.3**	**34.2**

Sheriff

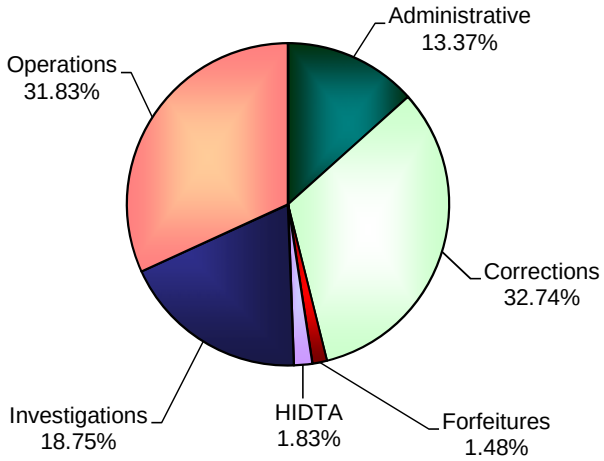
Expenditures: 148,893,784 **Revenues:** 20,107,740

FTEs 1,639.0

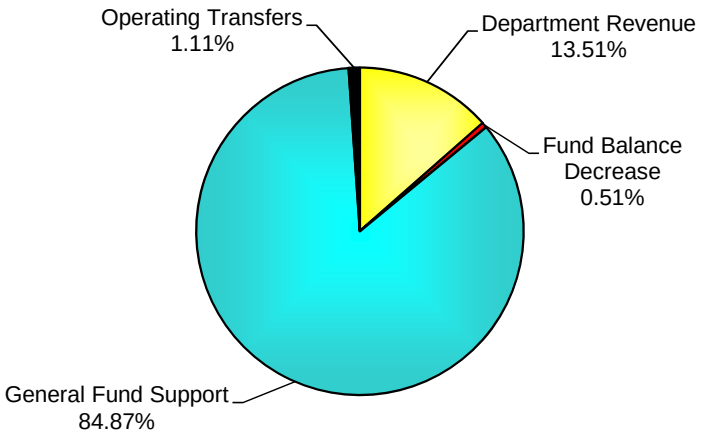
Function Statement: Provide law enforcement and public safety services for Pima County. Provide safe and secure detainment of inmates. Provide support services for law enforcement and corrections personnel.

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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Administrative	24,390,322	17,744,401	19,909,170
Corrections	45,213,525	53,433,548	48,741,750
Forfeitures	1,592,505	1,700,000	2,200,000
HIDTA	2,129,102	3,132,830	2,731,559
Investigations	22,680,301	22,593,305	27,921,659
Operations	39,043,248	42,214,755	47,389,646
Total Expenditures	**135,049,003**	**140,818,839**	**148,893,784**
Funding by Source			
Revenues			
Administrative	3,595,297	1,267,500	1,278,100
Corrections	19,901,108	14,926,986	10,566,733
Forfeitures	(15,360)	50,000	50,000
HIDTA	2,266,914	3,132,830	2,710,106
Investigations	2,002,717	1,884,525	5,126,501
Operations	1,730,899	489,781	376,300
Total Revenues	**29,481,575**	**21,751,622**	**20,107,740**
General Fund Support	112,810,594	116,527,770	126,366,531
Net Operating Transfers In/(Out)	(6,892,489)	1,130,000	1,654,135
Fund Balance Decrease/(Increase)	(336,711)	1,409,447	765,378
Other Funding Sources	-	-	-
Total Program Funding	**135,049,003**	**140,818,839**	**148,893,784**
Staffing (FTEs) by Program			
Administrative	168.5	254.0	293.0
Corrections	641.2	684.0	642.0
HIDTA	17.5	23.0	26.0
Investigations	216.0	280.0	282.0
Operations	375.0	395.0	396.0
Total Staffing (FTEs)	**1,418.2**	**1,636.0**	**1,639.0**

Program Summary

Department: **Sheriff**

Program: **Administrative**

Function Statement

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 including Sheriff's Management and Records Tracking System 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 and 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. 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. 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 Summary

Department: **Sheriff**

Program: **Administrative**

Program Goals and Objectives

- Maintain 24 hours per day, 7 days per week interface to the Arizona Criminal Justice Information System (ACJIS) to fully comply with the most current ACJIS security policy
- Contact complainants filing telephonic reports within two hours of their complaint
- 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
- 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

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Communications logged calls for service (PCSD & Sahuarita PD)	139,710	138,448	140,000
Warrants deleted	13,320	11,328	11,000
Domestic violence orders processed	7,200	5,647	6,000
Fugitive extraditions	1,098	1,296	1,200
Teletype messages sent	7,160	7,567	7,550
Avg. elapsed time for felony warrant entry (in hours)	4	4	4
Number of ACJIS transactions completed	2,894,000	3,100,000	3,200,000
Number of 9-1-1 calls	204,491	207,490	209,800
Avg. pre-dispatch time on priority one calls (in seconds)	32	30	27
Roll over calls from city back-up	4,086	5,000	5,500
Total calls answered	507,014	516,000	525,000
Warrants received	13,401	12,192	12,500
Percentage of priority one calls dispatched in less than two minutes	99%	99%	99%
10 minute warrant confirmations	99%	99%	99%
Database access uptime	99%	99%	99%
Telephone service availability	99%	99%	99%
Results from state & federal audits (low risk rating)	yes	yes	yes
Access to law enforcement database (24/7)	yes	yes	yes
Telephone services to all SD facilities (24/7)	yes	yes	yes

Program Expenditures by Object	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Personnel Services	14,658,384	9,207,737	12,087,121
Operating Expenses	8,208,992	8,486,664	7,772,049
Capital Equipment > $5,000	1,522,946	50,000	50,000
Total Program Expenditures	**24,390,322**	**17,744,401**	**19,909,170**

Program Summary

Department: **Sheriff**

Program: **Administrative**

Program Funding by Source			
Revenues			
Miscellaneous Revenue	216,650	110,000	110,000
Investment Earnings	122	-	-
Charges for Services	147,429	146,500	146,500
Operating Revenue Sub-Total	**364,201**	**256,500**	**256,500**
Revenues			
Intergovernmental	1,691,992	711,000	721,600
Miscellaneous Revenue	1,539,104	300,000	300,000
Grant Revenue Sub-Total	**3,231,096**	**1,011,000**	**1,021,600**
General Fund Support	22,068,645	16,476,901	18,945,488
Net Operating Transfers In/(Out)	(957,476)	-	(315,000)
Fund Balance Decrease/(Increase)	(316,144)	-	582
Other Funding Sources	-	-	-
Total Program Funding	**24,390,322**	**17,744,401**	**19,909,170**
Program Staffing FTEs	**168.5**	**254.0**	**293.0**

Program Summary

Department: **Sheriff**

Program: **Corrections**

Function Statement

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 and 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Inmates booked	33,762	34,860	35,994
Average daily inmate population	1,802	1,829	1,856
Inmate court transports	13,374	11,896	10,581
Escapes (not failures to return)	0	2	0
Serious injuries to staff	4	5	0
Suicides	2	1	0
Erroneous releases	0	0	0
Failure to release (cases)	9	5	5

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	34,861,523	40,658,290	38,448,518
Operating Expenses	9,730,788	10,175,258	9,617,960
Capital Equipment > $5,000	621,214	2,600,000	675,272
Total Program Expenditures	**45,213,525**	**53,433,548**	**48,741,750**
Program Funding by Source			
Revenues			
Intergovernmental	429,695	300,000	300,000
Miscellaneous Revenue	67,335	5,000	5,000
Charges for Services	8,702,988	7,775,000	7,775,000
Operating Revenue Sub-Total	**9,200,018**	**8,080,000**	**8,080,000**

Program Summary

Department: **Sheriff**

Program: **Corrections**

Revenues			
Intergovernmental	8,298,014	4,570,986	210,733
Miscellaneous Revenue	113	-	-
Grant Revenue Sub-Total	**8,298,127**	**4,570,986**	**210,733**
Revenues			
Intergovernmental	524,120	400,000	400,000
Miscellaneous Revenue	638,354	642,000	642,000
Investment Earnings	13,814	17,000	17,000
Charges for Services	1,226,675	1,217,000	1,217,000
Other Special Revenue Total	**2,402,963**	**2,276,000**	**2,276,000**
General Fund Support	32,030,544	37,617,115	37,626,503
Net Operating Transfers In/(Out)	(5,935,013)	(570,000)	(230,865)
Fund Balance Decrease/(Increase)	(783,114)	1,459,447	779,379
Other Funding Sources	-	-	-
Total Program Funding	**45,213,525**	**53,433,548**	**48,741,750**
Program Staffing FTEs	**641.2**	**684.0**	**642.0**

Program Summary

Department: **Sheriff**

Program: **Forfeitures**

Function Statement
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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
None submitted	0	0	0

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	100,661	-	-
Operating Expenses	(69,396)	1,700,000	1,700,000
Capital Equipment > $5,000	1,561,240	-	500,000
Total Program Expenditures	**1,592,505**	**1,700,000**	**2,200,000**
Program Funding by Source			
Revenues			
Intergovernmental	-	50,000	50,000
Miscellaneous Revenue	(15,407)	-	-
Investment Earnings	47	-	-
Other Special Revenue Total	**(15,360)**	**50,000**	**50,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	1,700,000	2,200,000
Fund Balance Decrease/(Increase)	1,607,865	(50,000)	(50,000)
Other Funding Sources	-	-	-
Total Program Funding	**1,592,505**	**1,700,000**	**2,200,000**

Program Summary

Department: **Sheriff**

Program: **HIDTA**

Function Statement
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 grants which are 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
None submitted	0	0	0

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,069,511	1,432,830	1,781,781
Operating Expenses	878,202	1,700,000	949,778
Capital Equipment > $5,000	181,389	-	-
Total Program Expenditures	**2,129,102**	**3,132,830**	**2,731,559**
Program Funding by Source			
Revenues			
Intergovernmental	2,266,768	3,132,830	2,710,106
Miscellaneous Revenue	146	-	-
Grant Revenue Sub-Total	**2,266,914**	**3,132,830**	**2,710,106**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(137,812)	-	21,453
Other Funding Sources	-	-	-
Total Program Funding	**2,129,102**	**3,132,830**	**2,731,559**
Program Staffing FTEs	**17.5**	**23.0**	**26.0**

Program Summary

Department: **Sheriff**

Program: **Investigations**

Function Statement

Provide criminal investigations, homeland security, 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. 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.

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Clearance rate - violent crimes	55%	54%	56%
Clearance rate - property crimes	23%	23%	24%

Program Expenditures by Object	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Personnel Services	20,152,117	19,248,457	22,330,992
Operating Expenses	2,475,395	3,344,848	4,090,667
Capital Equipment > $5,000	52,789	-	1,500,000
Total Program Expenditures	**22,680,301**	**22,593,305**	**27,921,659**

Program Summary

Department: **Sheriff**

Program: **Investigations**

Program Funding by Source			
Property Taxes	69,998	-	-
Intergovernmental	8,305	-	-
Licenses & Permits	29,138	25,000	25,000
Fines & Forfeits	58	-	-
Miscellaneous Revenue	103,150	-	-
Charges for Services	547,606	607,000	607,000
Operating Revenue Sub-Total	**758,255**	**632,000**	**632,000**
Revenues			
Intergovernmental	1,244,462	1,252,525	4,494,501
Grant Revenue Sub-Total	**1,244,462**	**1,252,525**	**4,494,501**
General Fund Support	20,787,787	20,708,780	22,781,194
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(110,203)	-	13,964
Other Funding Sources	-	-	-
Total Program Funding	**22,680,301**	**22,593,305**	**27,921,659**
Program Staffing FTEs	**216.0**	**280.0**	**282.0**

Program Summary

Department: **Sheriff**

Program: **Operations**

Function Statement

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, identify problem areas, and respond 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Calls for service	132,349	130,000	130,000
Arrests	25,270	26,000	26,500
On-site calls	14,610	16,000	16,000
Response time in minutes (metro)	21	19	18
Response time in minutes (County wide)	21	19	19

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	31,491,212	34,380,050	35,207,234
Operating Expenses	7,440,780	7,834,705	12,182,412
Capital Equipment > $5,000	111,256	-	-
Total Program Expenditures	**39,043,248**	**42,214,755**	**47,389,646**
Program Funding by Source			
Revenues			
Intergovernmental	32,469	-	-
Fines & Forfeits	21,167	20,000	20,000
Miscellaneous Revenue	54,115	-	-
Charges for Services	997	-	-
Operating Revenue Sub-Total	**108,748**	**20,000**	**20,000**
Revenues			
Intergovernmental	1,563,229	369,781	256,300
Investment Earnings	(2)	-	-
Grant Revenue Sub-Total	**1,563,227**	**369,781**	**256,300**

Program Summary

Department: **Sheriff**

Program: **Operations**

Revenues			
Intergovernmental	58,924	100,000	100,000
Other Special Revenue Total	**58,924**	**100,000**	**100,000**
General Fund Support	37,923,618	41,724,974	47,013,346
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(611,269)	-	-
Other Funding Sources	-	-	-
Total Program Funding	**39,043,248**	**42,214,755**	**47,389,646**
Program Staffing FTEs	**375.0**	**395.0**	**396.0**

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Superior Court

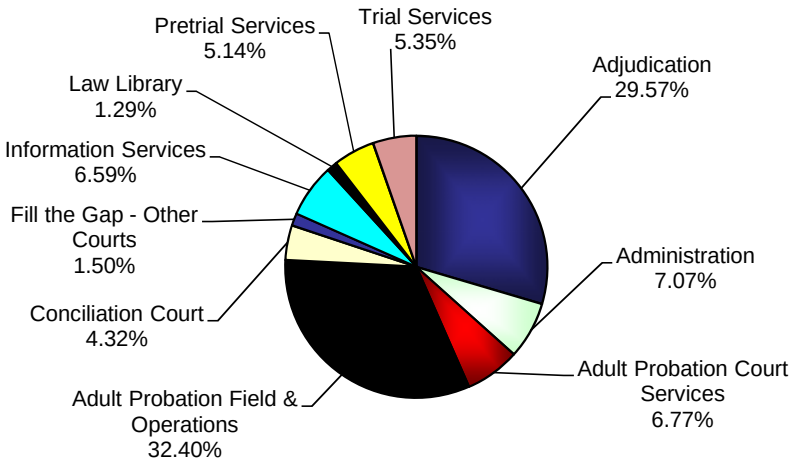
Expenditures: 49,008,362 **Revenues:** 15,127,124

FTEs 665.8

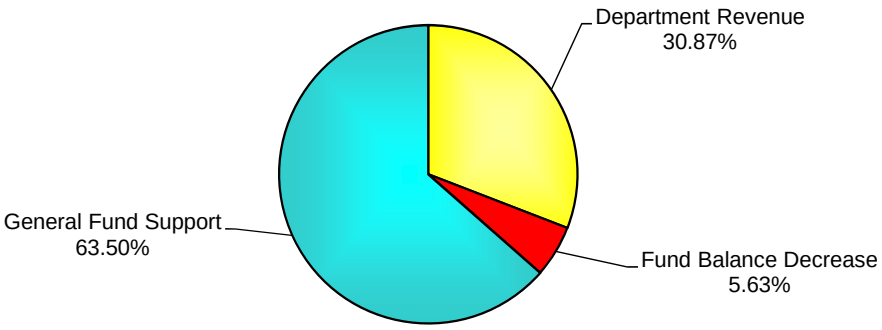
Function Statement: Adjudicate cases in which exclusive jurisdiction is not vested in another court. Provide administrative services and automated information systems to the court. Provide interpreting services to non-English speaking and hearing impaired defendants, witnesses, and victims. Provide custody/visitation 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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Adjudication	13,499,664	13,818,243	14,498,658
Administration	3,074,896	3,502,177	3,466,166
Adult Probation Court Services	3,066,367	3,338,100	3,320,516
Adult Probation Field And Operations	13,998,960	14,957,848	15,863,806
Conciliation Court	1,677,191	1,941,665	2,116,713
Fill The Gap - Other Courts	655,798	703,129	736,347
Information Services	2,679,101	2,928,623	3,230,363
Law Library	449,662	547,198	633,455
Pretrial Services	2,121,890	2,341,678	2,521,101
Trial Services	2,430,001	2,505,575	2,621,237
Total Expenditures	**43,653,530**	**46,584,236**	**49,008,362**
Funding by Source			
Revenues			
Adjudication	2,191,558	1,966,727	1,901,874
Administration	31,822	35,000	35,000
Adult Probation Court Services	1,587,430	1,372,800	1,439,800
Adult Probation Field And Operations	9,497,495	9,765,117	10,301,456
Conciliation Court	774,900	683,071	709,955
Information Services	463,034	455,200	431,939
Law Library	322,171	311,200	307,100
Trial Services	499	-	-
Total Revenues	**14,868,909**	**14,589,115**	**15,127,124**
General Fund Support	29,078,302	29,892,489	31,122,300
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(293,681)	2,102,632	2,758,938
Other Funding Sources	-	-	-
Total Program Funding	**43,653,530**	**46,584,236**	**49,008,362**
Staffing (FTEs) by Program			
Adjudication	165.0	165.7	165.6
Administration	51.5	51.5	51.5
Adult Probation Court Services	53.0	53.0	53.0
Adult Probation Field And Operations	239.5	239.2	243.7
Conciliation Court	22.0	22.0	23.0
Fill The Gap - Other Courts	11.2	2.2	4.0
Information Services	25.8	25.8	26.0
Law Library	4.0	4.0	4.0
Pretrial Services	48.0	48.0	48.0
Trial Services	47.0	47.0	47.0
Total Staffing (FTEs)	**667.0**	**658.4**	**665.8**

Program Summary

Department: **Superior Court**

Program: **Adjudication**

Function Statement
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
- Maintain the clearance rate of dispositions to filings at or above 100%

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Cases filed	22,979	23,025	23,490
Cases pending	25,472	24,407	23,647
Cases disposed	24,487	24,090	24,250
Clearance rate of dispositions to filings	107%	105%	103%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	11,212,206	11,669,638	12,320,398
Operating Expenses	2,287,458	2,148,605	2,178,260
Total Program Expenditures	**13,499,664**	**13,818,243**	**14,498,658**
Program Funding by Source			
Revenues			
Intergovernmental	451,172	318,027	318,027
Miscellaneous Revenue	195,459	100,000	109,000
Charges for Services	105,821	125,023	116,023
Operating Revenue Sub-Total	**752,452**	**543,050**	**543,050**
Revenues			
Intergovernmental	264,427	264,427	226,124
Grant Revenue Sub-Total	**264,427**	**264,427**	**226,124**
Revenues			
Intergovernmental	1,168,403	1,154,650	1,124,600
Investment Earnings	6,276	4,600	8,100
Other Special Revenue Total	**1,174,679**	**1,159,250**	**1,132,700**

Program Summary

Department: **Superior Court**

Program: **Adjudication**

General Fund Support	12,019,069	12,350,705	13,048,769
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(710,963)	(499,189)	(451,985)
Other Funding Sources	-	-	-
Total Program Funding	**13,499,664**	**13,818,243**	**14,498,658**
Program Staffing FTEs	**165.0**	**165.7**	**165.6**

Program Summary

Department: **Superior Court**

Program: **Administration**

Function Statement

To provide administrative support to the presiding judge, the court and its operational and judicial divisions.

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 that the court is receiving mental health reports and evaluations that are of the highest quality.

Program Goals and Objectives

- Process sufficient applications to fill all openings as needed while continuing to monitor labor market conditions and compensation trends
- Improve inventory management through integrating purchases of supplies and warehouse management through the use of Navision (inventory management software)
- Maintain a safe environment by ensuring adequate security for courthouse users and court employees
- Assist in the development, implementation, and maintenance of court classification and compensation plans
- Assist employees with annual Administrative Office of the Courts (AOC) COJET (Council on Judicial Education and Training) and local educational compliance
- Provide information to facilitate optimum use of court funds

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Applications reviewed	7,195	6,300	7,500
Supply orders processed and delivered in 2 hours	1,307	1,500	1,500
Background checks completed	442	648	545
Job analysis activities - job descriptions	51	60	60
Financial reports filed timely	100%	100%	100%
Compliance rate of employees with COJET requirements	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	2,701,227	3,198,557	3,159,844
Operating Expenses	332,165	303,620	306,322
Capital Equipment > $5,000	41,504	-	-
Total Program Expenditures	**3,074,896**	**3,502,177**	**3,466,166**
Program Funding by Source			
Revenues			
Fines & Forfeits	2,020	-	-
Miscellaneous Revenue	3,402	-	-
Operating Revenue Sub-Total	**5,422**	**-**	**-**
Revenues			
Intergovernmental	26,400	35,000	35,000
Grant Revenue Sub-Total	**26,400**	**35,000**	**35,000**

Program Summary

Department: **Superior Court**

Program: **Administration**

General Fund Support	3,102,682	3,467,177	3,431,166
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(59,608)	-	-
Other Funding Sources	-	-	-
Total Program Funding	**3,074,896**	**3,502,177**	**3,466,166**
Program Staffing FTEs	**51.5**	**51.5**	**51.5**

Program Summary

Department: **Superior Court**

Program: **Adult Probation Court Services**

Function Statement
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 to shorten presentence reports and reduce time required to prepare reports

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Cost savings on jail cases	$267,585	$349,808	$349,808
Number of presentence reports	3,802	4,382	4,382
On-time delivery of reports	99%	99%	99%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	2,764,767	3,007,716	2,896,607
Operating Expenses	272,790	330,384	423,909
Capital Equipment > $5,000	28,810	-	-
Total Program Expenditures	**3,066,367**	**3,338,100**	**3,320,516**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	858	-	-
Operating Revenue Sub-Total	**858**	**-**	**-**
Investment Earnings	11,598	13,600	10,800
Charges for Services	1,574,974	1,359,200	1,429,000
Other Special Revenue Total	**1,586,572**	**1,372,800**	**1,439,800**
General Fund Support	2,006,133	2,126,302	2,152,054
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(527,196)	(161,002)	(271,338)
Other Funding Sources	-	-	-
Total Program Funding	**3,066,367**	**3,338,100**	**3,320,516**
Program Staffing FTEs	**53.0**	**53.0**	**53.0**

Program Summary

Department: **Superior Court**

Program: **Adult Probation Field and Operations**

Function Statement

Serve the court to actively promote community safety, facilitate positive behavioral change in probationers, and respect victim rights.

Description of Services

Assess the probationers' risk to the community and provide appropriate supervision, and address the probationers identified needs by implementing outcome-based supervision plans designed to bring about lasting behavioral change. To improve services, the department participates in the research, development, and advancement of community supervision through evidence-based practices.

Program Goals and Objectives

- Continue community restitution involvement to reduce crime in targeted areas
- Continue association with the Fugitive Investigative Strike Team (FIST) and maintain our superior rate of absconder apprehension
- Provide specialized services, including Drug Court, that address specific offender populations, chronic DUI offenders, the special learning needs population, those with severe mental health issues, those that abuse illegal substances, those convicted of sex or sex-related crimes, and domestic violence offenders
- Provide the appropriate level of service to those that present a risk to the community utilizing evidence based practices that enhance successful probation completion
- Continue to participate in the Literacy Education and Resource Network (LEARN) which provides probationers the opportunity to earn a high school equivalency diploma
- Institutionalize Project SAFE (Swift, Accountable, Fair Enforcement) as a response to illegal drug use by probationers
- Implement medication assisted treatment pilot

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Total collections	$3,954,098	$3,819,502	$3,900,000
Training hours earned	8,529	8,630	8,580
Defensive tactics training hours earned	1,952	1,136	1,544
Firearms training hours earned	1,168	1,160	1,164
Management courses hours earned	330	163	247
Quality assurance field audits	136	691	200
Percent negative drug samples	92%	93%	93%
Percent of Court-ordered restitution paid	23%	25%	25%
Percent of Court-ordered restitution hours completed	62%	70%	70%
Probation terminations not revoked to prison	79%	78%	79%
Absconders arrested as a percentage of warrants issued	88%	90%	90%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	11,515,347	12,041,033	12,828,654
Operating Expenses	2,432,012	2,916,815	3,035,152
Capital Equipment > $5,000	51,601	-	-
Total Program Expenditures	**13,998,960**	**14,957,848**	**15,863,806**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	1,305	-	-
Operating Revenue Sub-Total	**1,305**	**-**	**-**

Program Summary

Department: **Superior Court**

Program: **Adult Probation Field and Operations**

Revenues			
Intergovernmental	432,340	712,925	738,956
Miscellaneous Revenue	19	-	-
Investment Earnings	49	-	-
Grant Revenue Sub-Total	**432,408**	**712,925**	**738,956**
Revenues			
Intergovernmental	8,575,152	8,691,002	9,193,800
Miscellaneous Revenue	30,039	19,900	10,000
Investment Earnings	2,130	-	-
Charges for Services	456,461	341,290	358,700
Other Special Revenue Total	**9,063,782**	**9,052,192**	**9,562,500**
General Fund Support	4,170,091	4,081,461	4,175,629
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	331,374	1,111,270	1,386,721
Other Funding Sources	-	-	-
Total Program Funding	**13,998,960**	**14,957,848**	**15,863,806**
Program Staffing FTEs	**239.5**	**239.2**	**243.7**

Program Summary

Department: **Superior Court**

Program: **Conciliation Court**

FUNCTION STATEMENT

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 in Pima County
- Provide accurate and timely information to the family law bench in order to assist the judges in making legal decision-making/parenting time decisions for families
- Conduct mandatory parent education classes for divorcing and never-married parents involved in family law cases
- Assist parties to resolve their custody and parenting time disputes through a negotiated settlement processes in a safe, neutral setting
- Provide ongoing program oversight to ensure the proper and timely performance of all in-house and contract services
- Review and process referral and billing information for contract and expedited fund providers

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Conciliation cases served	108	96	110
Mediation cases served	1,640	1,546	1,850
Evaluation, child interviews, and parenting coordination cases served	223	248	244
Mandatory parent education and community information programs conducted	146	140	135
Supervised services and drug testing invoices reviewed, reconciled, and forwarded to Finance within 15 days of receipt of invoice	24	24	34
Domestic Violence/Appropriateness screenings conducted	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,234,196	1,244,777	1,390,807
Operating Expenses	442,995	696,888	725,906
Total Program Expenditures	**1,677,191**	**1,941,665**	**2,116,713**
Program Funding by Source			
Revenues			
Intergovernmental	39,086	27,021	29,995
Grant Revenue Sub-Total	**39,086**	**27,021**	**29,995**

Program Summary

Department: **Superior Court**

Program: **Conciliation Court**

Revenues			
Miscellaneous Revenue	2,316	1,500	2,000
Investment Earnings	4,229	3,650	4,960
Charges for Services	729,269	650,900	673,000
Other Special Revenue Total	**735,814**	**656,050**	**679,960**
General Fund Support	885,498	798,801	806,306
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	16,793	459,793	600,452
Other Funding Sources	-	-	-
Total Program Funding	**1,677,191**	**1,941,665**	**2,116,713**
Program Staffing FTEs	**22.0**	**22.0**	**23.0**

Program Summary

Department: **Superior Court**

Program: **Fill The Gap - Other Courts**

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

Continue the Criminal Case Reduction and Process Improvement Project that was initially funded by Fill The Gap in fiscal year 2001/2002. (Note: This project is a multifaceted approach to improving criminal case processing and to streamline 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Justice Court probationers supervised	342	300	300
Criminal document images available six hours after receipt	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	602,533	581,150	598,112
Operating Expenses	44,522	121,979	138,235
Capital Equipment > $5,000	8,743	-	-
Total Program Expenditures	**655,798**	**703,129**	**736,347**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	655,798	703,129	736,347
Other Funding Sources	-	-	-
Total Program Funding	**655,798**	**703,129**	**736,347**
Program Staffing FTEs	**11.2**	**2.2**	**4.0**

Program Summary

Department: **Superior Court**

Program: **Information Services**

Function Statement

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 consistently high quality technology systems and services to the court in a timely manner
- Enable and enhance public access to court information
- Continue development of the Court's case management system (AGAVE) and Pretrial Services system (PACT)
- Continue efforts replacing legacy systems based upon technology such as Fox Pro, WANG Pace COBOL platforms
- Support the statewide E-filing, Public Access and Bench Automation rollouts in a coordinated effort with Administrative Office of the Courts (AOC) and the Pima County Clerk of the Superior Court

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Help Desk calls resolved	5,298	5,300	4,700
Implement AGAVE Juvenile 2.8 (JOLTSaz)	no	yes	no
E-filing phases implemented as scheduled	no	no	yes
Pretrial case management system (PACT) implemented as scheduled	no	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,712,427	1,794,265	1,952,781
Operating Expenses	922,348	984,358	1,077,582
Capital Equipment > $5,000	44,326	150,000	200,000
Total Program Expenditures	**2,679,101**	**2,928,623**	**3,230,363**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	21	-	-
Investment Earnings	4	-	-
Operating Revenue Sub-Total	**25**	**-**	**-**
Revenues			
Intergovernmental	25,000	25,000	25,439
Investment Earnings	1	-	-
Grant Revenue Sub-Total	**25,001**	**25,000**	**25,439**

Program Summary

Department: **Superior Court**

Program: **Information Services**

Revenues			
Investment Earnings	5,152	5,200	6,500
Charges for Services	432,856	425,000	400,000
Other Special Revenue Total	**438,008**	**430,200**	**406,500**
General Fund Support	2,174,035	2,068,911	2,177,952
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	42,032	404,512	620,472
Other Funding Sources	-	-	-
Total Program Funding	**2,679,101**	**2,928,623**	**3,230,363**
Program Staffing FTEs	**25.8**	**25.8**	**26.0**

Program Summary

Department: **Superior Court**

Program: **Law Library**

Function Statement

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

- Provide respectful and competent customer service
- Enrich and enhance law library's collection within budget
- Maintain library and research information on the Superior Court Law Library website
- Ensure adequate supply of forms available to all patrons
- Maintain up-to-date judicial collections

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Patrons entering Law Library	40,083	44,000	42,000
Updates added to collection	4,500	4,500	4,500
Westlaw sessions provided (estimated)	6,500	6,500	6,500
Packets of forms sold	15,000	16,000	16,000
Items added to judicial collections	1,607	1,100	1,600

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	142,162	143,429	179,516
Operating Expenses	307,500	403,769	453,939
Total Program Expenditures	**449,662**	**547,198**	**633,455**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	40,810	40,100	40,000
Investment Earnings	2,494	2,100	2,100
Charges for Services	278,867	269,000	265,000
Other Special Revenue Total	**322,171**	**311,200**	**307,100**
General Fund Support	169,402	151,879	188,086
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(41,911)	84,119	138,269
Other Funding Sources	-	-	-
Total Program Funding	**449,662**	**547,198**	**633,455**
Program Staffing FTEs	**4.0**	**4.0**	**4.0**

Program Summary

Department: **Superior Court**

Program: **Pretrial Services**

Function Statement

Ensure the initial appearance court has accurate and timely information regarding release suitability for each felony, justice precinct misdemeanor, and domestic violence arrestees from Oro Valley, Marana, Sahuarita, and South Tucson. Ensure the justice precinct misdemeanor arrestees are screened for release eligibility, and when appropriate, affect their immediate release. Eliminate any unnecessary pretrial detention for defendants receiving behavioral health treatment through Community Partnership of Southern Arizona (CPSA). Reduce the issuance of bench warrants from the arraignment court to 50% of the level prior to the inception of this program. Arrange the self-surrender to the Court for Superior Court defendants who fail to appear at post arraignment hearings. For defendants the Court releases under the supervision of Pretrial Services, this team ensures that court-ordered conditions of release are being adhered to and violations are brought to the Court's attention in a timely manner. Maintain an automated tracking system which allows program managers to analyze their program performance and individual staff performance levels, pretrial population characteristics, pretrial performance trends, and compile prior felony arrests and convictions on new felony arrests. This unit is also responsible for the management and maintenance of paper file systems, reception area and call-in traffic as well as routine office and administrative support.

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 supervising defendants who have been granted non-financial release
  - Help alleviate risk factors by monitoring the defendant and referring the individual to treatment for any self-identified substance abuse, mental health or behavioral health issues
- Provide release alternatives to the court
  - 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
- Initial appearance information is entered into department database by noon of the next business day
  - Maintain a data entry error rate less than 3%

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Felony defendants presented at the jail	7,996	8,170	8,400
Initial appearance interview/reports rate	100%	100%	100%
Misdemeanor release rates	61%	60%	63%
Misdemeanor appearance rates	87%	85%	87%
Percent of municipal misdemeanor mental health defendants screened	99%	98%	100%

Program Summary

Department: **Superior Court**

Program: **Pretrial Services**

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	2,058,837	2,275,237	2,452,640
Operating Expenses	63,053	66,441	68,461
Total Program Expenditures	**2,121,890**	**2,341,678**	**2,521,101**
Program Funding by Source			
General Fund Support	2,121,890	2,341,678	2,521,101
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,121,890**	**2,341,678**	**2,521,101**
Program Staffing FTEs	**48.0**	**48.0**	**48.0**

Program Summary

Department: **Superior Court**

Program: **Trial Services**

Function Statement

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 Arizona State and Pima 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 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
- Provide accurate oral interpretation for limited and non-English speaking court users
- Provide for interpretation and translation services in 100% of cases
- Produce management reports used in identifying strengths or weaknesses in the Court's case flow systems in a timely manner
- Provide court reporter coverage for all hearings statutorily requiring a court reporter

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Jurors reporting	32,383	32,300	32,500
Events per interpreter	1,284	1,237	1,361
Jurors drawn on panels as a percentage of jurors reporting	98%	93%	93%
Percentage of total events complete	100%	100%	100%
Management reports submitted on time	98%	95%	95%
Mandated court reporter hearing coverage	100%	100%	100%

Program Summary

Department: **Superior Court**

Program: **Trial Services**

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	2,359,097	2,435,341	2,542,332
Operating Expenses	70,904	70,234	78,905
Total Program Expenditures	**2,430,001**	**2,505,575**	**2,621,237**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	499	-	-
Operating Revenue Sub-Total	**499**	**-**	**-**
General Fund Support	2,429,502	2,505,575	2,621,237
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**2,430,001**	**2,505,575**	**2,621,237**
Program Staffing FTEs	**47.0**	**47.0**	**47.0**

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SUMMARY OF EXPENDTITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Expenditures
HEALTH SERVICES			
Environmental Quality			
Administration	-	676,958	676,958
Air	-	2,363,397	2,363,397
Communications and Outreach	-	221,618	221,618
Enforcement	-	52,632	52,632
Water and Waste	-	647,475	647,475
Total Environmental Quality	**-**	**3,962,080**	**3,962,080**
Health			
Chief Medical Officer	-	1,492,175	1,492,175
Clinical & Nutritional Services	-	7,329,240	7,329,240
Community Health Services	-	5,887,576	5,887,576
Community Surveillance & Investigation	-	3,550,974	3,550,974
Health Director	-	463,562	463,562
Pima Animal Care Center	-	7,446,943	7,446,943
Records & Administration	-	3,241,206	3,241,206
Total Health	**-**	**29,411,676**	**29,411,676**
Office of Medical Services			
Behavioral Health	10,236,609	315,565	10,552,174
Health Mandates	13,128,337	-	13,128,337
Research & Planning	15,480,381	-	15,480,381
Restoration to Competency	1,997,911	-	1,997,911
Total Office of Medical Services	**40,843,238**	**315,565**	**41,158,803**
Solid Waste			
Community Services	-	224,500	224,500
Development, Closure and Remediation	-	11,000	11,000
Resource Management	-	1,120,377	1,120,377
Waste Management	-	5,545,618	5,545,618
Total Solid Waste	**-**	**6,901,495**	**6,901,495**
TOTAL HEALTH SERVICES	**40,843,238**	**40,590,816**	**81,434,054**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Revenues
HEALTH SERVICES			
Environmental Quality			
Administration	-	371,000	371,000
Air	-	1,839,329	1,839,329
Communications and Outreach	-	192,000	192,000
Enforcement	-	7,000	7,000
Water and Waste	-	792,111	792,111
Total Environmental Quality	**-**	**3,201,440**	**3,201,440**
Health			
Clinical & Nutritional Services	-	4,793,210	4,793,210
Community Health Services	-	3,024,520	3,024,520
Community Surveillance & Investigation	-	2,535,767	2,535,767
Pima Animal Care Center	-	5,486,629	5,486,629
Records & Administration	-	1,873,000	1,873,000
Total Health	**-**	**17,713,126**	**17,713,126**
Office of Medical Services			
Behavioral Health	-	408,522	408,522
Health Mandates	69,765	-	69,765
Research & Planning	11,859	-	11,859
Total Office of Medical Services	**81,624**	**408,522**	**490,146**
Solid Waste			
Resource Management	-	6,000	6,000
Waste Management	-	4,587,000	4,587,000
Total Solid Waste	**-**	**4,593,000**	**4,593,000**
TOTAL HEALTH SERVICES	**81,624**	**25,916,088**	**25,997,712**

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area / Department / Program	FTEs
HEALTH SERVICES	
Environmental Quality	
Administration	5.0
Air	18.5
Communications and Outreach	2.9
Enforcement	4.0
Water and Waste	6.7
Total Environmental Quality	**37.1**
Health	
Chief Medical Officer	13.0
Clinical & Nutritional Services	112.0
Community Health Services	70.5
Community Surveillance & Investigation	52.0
Health Director	7.0
Pima Animal Care Center	79.0
Records & Administration	34.0
Total Health	**367.5**
Office of Medical Services	
Behavioral Health	3.0
Research & Planning	5.0
Restoration to Competency	6.0
Total Office of Medical Services	**14.0**
Solid Waste	
Resource Management	8.0
Waste Management	20.0
Total Solid Waste	**28.0**
TOTAL HEALTH SERVICES	**446.6**

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Environmental Quality

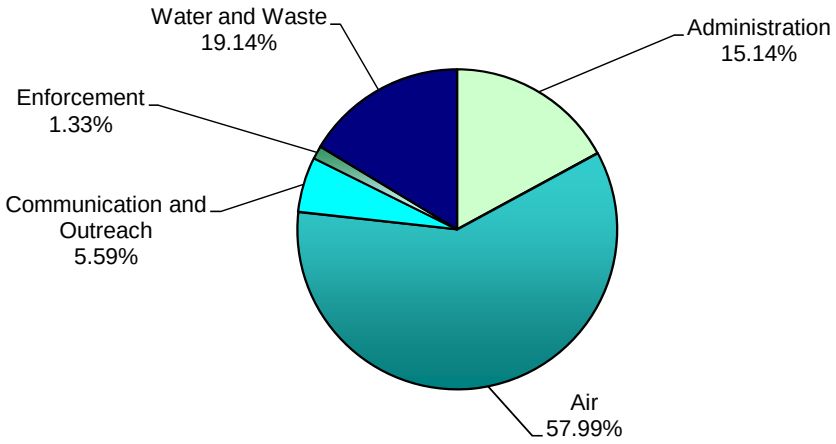
Expenditures: 3,962,080 **Revenues:** 3,201,440

FTEs 37.1

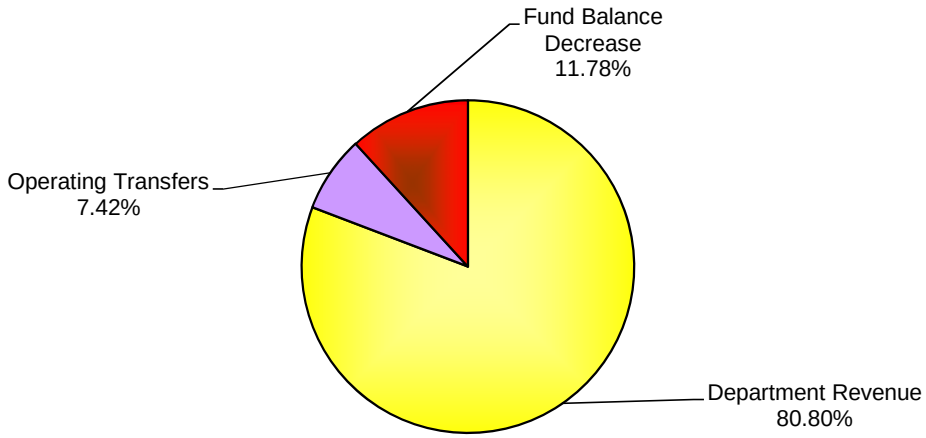
Function Statement: Preserve and protect the environment of Pima County for the long term benefit of the residents' health, welfare, safety, and quality of life. Identify and respond to environmental issues by providing services including monitoring, enforcement, information, and education.

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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Administration	812,417	550,528	676,958
Air	1,623,005	2,109,726	2,363,397
Communications and Outreach	248,440	209,312	221,618
Enforcement	51,237	72,088	52,632
Water and Waste	511,409	696,221	647,475
Total Expenditures	**3,246,508**	**3,637,875**	**3,962,080**
Funding by Source			
Revenues			
Administration	260,805	255,150	371,000
Air	1,653,861	1,739,100	1,839,329
Communications and Outreach	68,436	192,000	192,000
Enforcement	9,255	7,000	7,000
Water and Waste	1,018,263	729,911	792,111
Total Revenues	**3,010,620**	**2,923,161**	**3,201,440**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	389,697	255,017	294,031
Fund Balance Decrease/(Increase)	(153,809)	459,697	466,609
Other Funding Sources	-	-	-
Total Program Funding	**3,246,508**	**3,637,875**	**3,962,080**
Staffing (FTEs) by Program			
Administration	5.0	5.0	5.0
Air	17.5	17.5	18.5
Communications and Outreach	2.9	2.7	2.9
Enforcement	4.0	4.0	4.0
Water and Waste	6.6	7.6	6.7
Total Staffing (FTEs)	**36.0**	**36.8**	**37.1**

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Training and development plans updated for all	100%	100%	100%
Monthly briefings of department finances and revenue	yes	yes	yes
Process improvements identified and implemented	yes	yes	yes
Administrative support and information provided to	yes	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	566,171	604,443	570,666
Operating Expenses	246,246	(53,915)	106,292
Total Program Expenditures	**812,417**	**550,528**	**676,958**
Program Funding by Source			
Miscellaneous Revenue	251,018	240,150	356,000
Investment Earnings	9,787	15,000	15,000
Other Special Revenue Total	**260,805**	**255,150**	**371,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	(145,990)	-
Fund Balance Decrease/(Increase)	551,612	441,368	305,958
Other Funding Sources	-	-	-
Total Program Funding	**812,417**	**550,528**	**676,958**
Program Staffing FTEs	**5.0**	**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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Air monitoring sites operational	42	42	42
Stationary source inspections	142	110	120
Stationary source permits issued with revisions	119	95	50
Activity permits issued	427	356	380
Average air monitoring data recovery rate	98%	98%	98%
NAAQS air pollutant standards met	yes	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,183,053	1,349,643	1,452,897
Operating Expenses	405,218	662,083	741,500
Capital Equipment > $5,000	34,734	98,000	169,000
Total Program Expenditures	**1,623,005**	**2,109,726**	**2,363,397**
Program Funding by Source			
Revenues			
Intergovernmental	319,188	550,000	599,229
Grant Revenue Sub-Total	**319,188**	**550,000**	**599,229**
Licenses & Permits	1,312,400	1,179,000	1,230,000
Fines & Forfeits	12,120	-	-
Miscellaneous Revenue	10,153	10,100	10,100
Other Special Revenue Total	**1,334,673**	**1,189,100**	**1,240,100**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	389,697	398,297	411,507
Fund Balance Decrease/(Increase)	(420,553)	(27,671)	112,561
Other Funding Sources	-	-	-
Total Program Funding	**1,623,005**	**2,109,726**	**2,363,397**
Program Staffing FTEs	**17.5**	**17.5**	**18.5**

Program Summary

Department: **Environmental Quality**

Program: **Communications 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Community education events instituted	140	150	155
Informational Materials Distributed	50,173	20,000	15,000
Air Info New Website Hits	912,866	900,000	900,000

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	156,649	110,576	127,305
Operating Expenses	91,791	98,736	94,313
Total Program Expenditures	**248,440**	**209,312**	**221,618**
Program Funding by Source			
Revenues			
Intergovernmental	68,436	192,000	192,000
Grant Revenue Sub-Total	**68,436**	**192,000**	**192,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	312	-
Fund Balance Decrease/(Increase)	180,004	17,000	29,618
Other Funding Sources	-	-	-
Total Program Funding	**248,440**	**209,312**	**221,618**
Program Staffing FTEs	**2.9**	**2.7**	**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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Illegal dumping sites investigated	370	332	350
Illegal waste removed from public lands (tons)	48	50	50

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	48,299	166,831	48,395
Operating Expenses	2,938	(94,743)	4,237
Total Program Expenditures	**51,237**	**72,088**	**52,632**
Program Funding by Source			
Miscellaneous Revenue	9,255	7,000	7,000
Other Special Revenue Total	**9,255**	**7,000**	**7,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	1,088	-
Fund Balance Decrease/(Increase)	41,982	64,000	45,632
Other Funding Sources	-	-	-
Total Program Funding	**51,237**	**72,088**	**52,632**
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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Septic site suitability and final inspections performed	339	340	350
Water and wastewater plans reviewed	194	250	250
Private wells in superfund area tested to meet funding conditions	7	7	7
Resource Conservation and Recovery Act inspections	32	30	35
Sanitary surveys conducted	62	50	50
Plans reviewed within licensing timeframe	100%	100%	100%
Required number of samples obtained for storm water events	yes	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	385,944	698,149	552,501
Operating Expenses	125,465	(1,928)	94,974
Total Program Expenditures	**511,409**	**696,221**	**647,475**
Program Funding by Source			
Revenues			
Intergovernmental	162,785	16,111	16,111
Grant Revenue Sub-Total	**162,785**	**16,111**	**16,111**
Revenues			
Licenses & Permits	849,254	713,700	774,700
Miscellaneous Revenue	6,224	100	1,300
Other Special Revenue Total	**855,478**	**713,800**	**776,000**

Program Summary

Department: **Environmental Quality**

Program: **Water and Waste**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	1,310	(117,476)
Fund Balance Decrease/(Increase)	(506,854)	(35,000)	(27,160)
Other Funding Sources	-	-	-
Total Program Funding	**511,409**	**696,221**	**647,475**
Program Staffing FTEs	**6.6**	**7.6**	**6.7**

Health

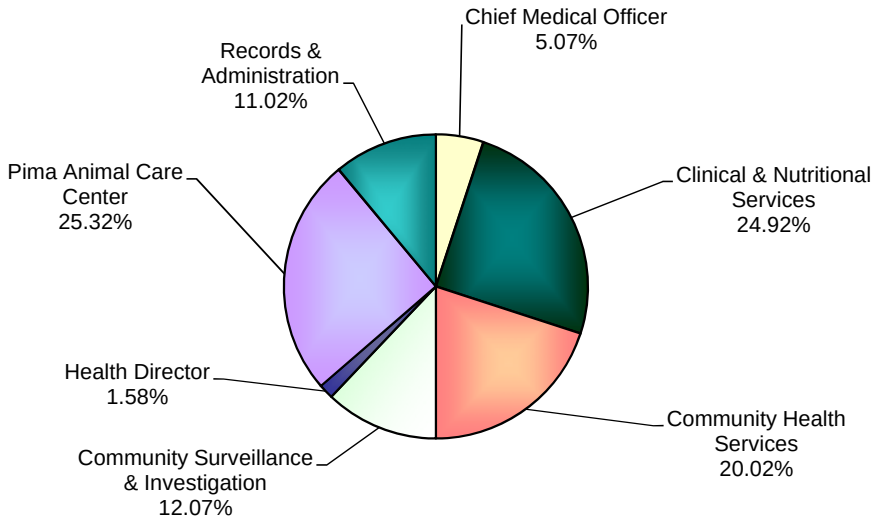
Expenditures: 29,411,676 **Revenues:** 17,713,126

FTEs 367.5

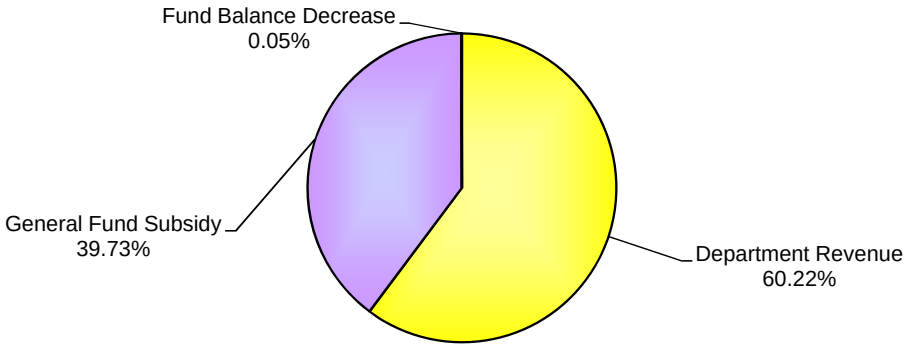
Function Statement: Monitor, protect, and improve the community's health by conducting and coordinating a balanced program of primary, secondary, and tertiary prevention aimed at health promotion, disease prevention, and early, prompt medical treatment. Ensure establishments comply with consumer health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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Chief Medical Officer	958,886	929,472	1,492,175
Clinical & Nutritional Services	7,314,801	7,459,075	7,329,240
Communities Putting Prevention to Work	12,814,520	-	-
Community Health Services	5,648,617	6,199,110	5,887,576
Community Surveilance & Investigation	3,348,050	3,266,221	3,550,974
Health Director	350,404	367,173	463,562
Pima Animal Care Center	6,379,334	5,904,161	7,446,943
Records & Administration	2,451,695	2,484,784	3,241,206
Total Expenditures	**39,266,307**	**26,609,996**	**29,411,676**
Funding by Source			
Revenues			
Chief Medical Officer	357	-	-
Clinical & Nutritional Services	5,617,574	4,902,669	4,793,210
Communities Putting Prevention to Work	12,974,496	-	-
Community Health Services	3,389,010	3,693,910	3,024,520
Community Surveilance & Investigation	2,626,641	2,219,320	2,535,767
Health Director	11,673	-	-
Pima Animal Care Center	4,930,956	4,612,917	5,486,629
Records & Administration	1,733,863	1,400,000	1,873,000
Total Revenues	**31,284,570**	**16,828,816**	**17,713,126**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	8,123,268	8,402,164	11,683,977
Fund Balance Decrease/(Increase)	(140,910)	1,379,016	14,573
Other Funding Sources	-	-	-
Total Program Funding	**39,266,307**	**26,609,996**	**29,411,676**
Staffing (FTEs) by Program			
Chief Medical Officer	9.3	7.2	13.0
Clinical & Nutritional Services	126.8	115.1	112.0
Communities Putting Prevention to Work	8.8	-	-
Community Health Services	75.4	74.7	70.5
Community Surveilance & Investigation	53.8	52.8	52.0
Health Director	5.0	5.0	7.0
Pima Animal Care Center	77.9	79.0	79.0
Records & Administration	24.4	23.5	34.0
Total Staffing (FTEs)	**381.4**	**357.3**	**367.5**

Program Summary

Department: **Health**

Program: **Chief Medical Officer**

Function

Provide chlamydia testing in target populations. Indentify and increase screening of all eligible clients. Improve testing compliance across all of the risk categories. Test all TB clients for diabetes mellitus (if not already done in the hospital) with a glucose measurement on all diabetic patients checking HgAiC every three months, checking fingerstick glucose every visit, developing a series of brief educational tools for use by the outreach workers with delivering TB meds, addressing the diabetes at every clinic visit and coordinating with the patient's PCP or diabetes provider.

Description of Services

Provide medical services in the Tuberculosis, STD, Family Planning, Well Woman Healthcheck, and wound care clinics. Provide medical direction for disease control activities and outbreak investigations, chair the clinical Quality Assurance Committee, provide Standing Orders and medical back up for Public Health Nursing immunization clinics and other activities. Participate in public health response to emergencies and provides overall medical direction to the Health Department.

Program Goals and Objectives

- Improve chlamydia testing compliance across all risk categories in the Family Planning Program
  - Simplify documentation for chlamydia testing
  - Establish regular checks to monitor progress
- Improve diabetic control in TB patients
  - Discuss diabetes mellitus control, TB cure, and the importance of good diet control with each TB patient that has diabetes
  - Consult/collaborate with Diabetes provider

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Percentage Chlamydia testing compliance across all risk categories in the Family Planning Program.	86%	95%	95%
Percentage of random or fasting glucose measurements within target range for at least 25% of patients who did not begin in that range by the end of TB therapy.	n/a	25%	60%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	972,946	908,211	1,460,236
Operating Expenses	(14,060)	15,261	31,939
Capital Equipment > $5,000	-	6,000	-
Total Program Expenditures	**958,886**	**929,472**	**1,492,175**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	357	-	-
Other Special Revenue Total	**357**	**-**	**-**

Program Summary

Department: **Health**

Program: **Chief Medical Officer**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	822,211	1,227,671
Fund Balance Decrease/(Increase)	958,529	107,261	264,504
Other Funding Sources	-	-	-
Total Program Funding	**958,886**	**929,472**	**1,492,175**
Program Staffing FTEs	**9.3**	**7.2**	**13.0**

Program Summary

Department: **Health**

Program: **Clinical & Nutritional Services**

Function

Provide and ensure for Pima County residents client centered, competent, professional clinical services which promote wellness in children and adults, optimal nutrition, family planning, and the prevention of disease morbidity and mortality.

Description of Services

Operate the Women, Infants, & Children (WIC) Program, the AZ Farmer's Market Nutrition Program (FMNP), the Breastfeeding Education Support Team (BEST), the Folate Program, and the Commodity Supplemental Food Program (CSFP). Provide nutrition education and "checks" to purchase nutritional foods designed to supplement the family food budget funded by the United States Department of Agriculture (USDA) for low-income pregnant women, new mothers, infants and children up to five years old who have a health risk (such as anemia, underweight, overweight or history of pregnancy complications) can receive nutrition education through a group or individually, screening for nutritional risks, and growth monitoring. Provide coupons that can be used to buy fresh, unprepared fruits and vegetables from State-approved farmers, farmer's markets and roadside stands for women and children that have been certified to receive WIC services or who are on a waiting list for WIC certification are eligible to participate. Provide encouragement and support to low-income pregnant and postpartum women to help them achieve their personal breastfeeding goals individually or in group classes. Provide multivitamins containing folic acid, a B-Vitamin, to low-income, childbearing women. Administer FOOD Plus, the Commodity Supplemental Food Program (CSFP) funded through the USDA that provides eligible families with a food package rich in protein, calcium, iron and Vitamins A & C.

Provide Family Planning and Women's Health services on vital health issues including reproductive health and breast and cervical cancer. Services are funded in part by the Arizona Family Planning Council and Arizona Department of Health Services. Provide services and resources of the HIV/STD Control Program to prevent the transmission of sexually transmitted diseases including HIV. Provide dental sealants in selected schools. Identify and treat individuals with active TB Disease; identify contacts to active cases, test and treat if appropriate; and identify high-risk populations and screen for TB Infection and/or disease.

Program Goals and Objectives

- Provide services that are professional, accessible and meet the needs of our community
  - Improve the professionalism, appearance and accessibility of clinical sites
  - Expand/re-evaluate clinical hours to better serve the public
  - Cross-train staff between clinical programs
  - Increase number of clients served
  - Support the development and implementation of an electronic health record
- Stabilize Nutrition Program caseload
  - Retain caseload at 1 year certification to 5 years of age and identify and enroll children ages 1-5 who are not currently on WIC
  - Increase caseload to meet contractual requirements
- Meet or exceed HIV/STD/TB program deliverables
  - Increase the percentage of patients completing treatment for TB within one year
  - Increase the percentage of primary and secondary syphilis patients treated within 7 and 14 days of specimen collection
  - Increase the percentage of new HIV surveillance cases closed within 30 days
- Promote community awareness about the importance and benefits of good oral health care
  - Increase community awareness about dental health and oral health program
  - Increase the number of 2nd and 6th grade children who receive dental sealants by 5%
- Meet or exceed Family Planning/WWHC program deliverables
  - Increase number of unduplicated clients served to meet contractual requirements
  - Increase number of client visits seen by a nurse

Program Summary

Department: **Health**

Program: **Clinical & Nutritional Services**

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Number of community events (PTA, Health Fairs) as measured by event registration by the Oral Health Program	0	6	10
Participation of children 1-5 that are already enrolled as measured through participation reports	5,827	6,118	6,410
Contractual caseload participants	11,669	12,900	12,900
Children receiving dental sealants as measured through monthly data collection and reports submitted to funder	1,226	1,300	1,365
Unduplicated FP clients as measured by Arizona Family Health Partnership Centralized Database	6,949	6,993	7,077
Client nurse visits as measured by appointment scheduling system and Arizona Family Health Partnerships Centralized Data System	3,970	3,970	7,280
Patients treated for syphilis with 7-14 days of specimen collection as measured by clinical record	85%	92%	95%
HIV surveillance cases closed within 30 days to as measured by state surveillance tracking system	77%	75%	95%
TB treatment completion within one year	96%	93%	93%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	5,290,551	5,417,371	5,269,645
Operating Expenses	2,024,250	2,041,704	2,057,594
Capital Equipment > $5,000	-	-	2,001
Total Program Expenditures	**7,314,801**	**7,459,075**	**7,329,240**
Program Funding by Source			
Revenues			
Intergovernmental	5,182,867	4,542,934	4,388,475
Miscellaneous Revenue	109,077	40,000	70,000
Investment Earnings	71	-	-
Grant Revenue Sub-Total	**5,292,015**	**4,582,934**	**4,458,475**
Licenses & Permits	44	-	-
Miscellaneous Revenue	1,450	-	-
Charges for Services	324,065	319,735	334,735
Other Special Revenue Total	**325,559**	**319,735**	**334,735**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	2,432,646	3,041,443
Fund Balance Decrease/(Increase)	1,697,227	123,760	(505,413)
Other Funding Sources	-	-	-
Total Program Funding	**7,314,801**	**7,459,075**	**7,329,240**
Program Staffing FTEs	**126.8**	**115.1**	**112.0**

Program Summary

Department: **Health**

Program: **Communities Putting Prevention to Work**

FUNCTION

Administer the stimulus funded Communities Putting Prevention to Work (CPPW) program to promote healthy lifestyles.

DESCRIPTION OF SERVICES

The information presented below is for historical purposes only as funding for this program ended at the end of fiscal year 2011/12.

Program Goals and Objectives

- Conclude any remaining administrative requirements and residual payments for services provided during the grant period.

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Community plans impacted by CPPW change efforts	15	n/a	n/a
Neighborhood associations engaged in health promotion activities	15	n/a	n/a
Farmers' market sites/times added	6	n/a	n/a
Wellness councils initiated	200	n/a	n/a
CPPW media opportunities	27	n/a	n/a

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	543,243	-	-
Operating Expenses	12,271,277	-	-
Total Program Expenditures	**12,814,520**	**-**	**-**
Program Funding by Source			
Revenues			
Intergovernmental	12,974,489	-	-
Miscellaneous Revenue	7	-	-
Grant Revenue Sub-Total	**12,974,496**	**-**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(159,976)	-	-
Other Funding Sources	-	-	-
Total Program Funding	**12,814,520**	**-**	**-**
Program Staffing FTEs	**8.8**	**-**	**-**

Program Summary

Department: **Health**

Program: **Community Health Services**

Function

Work with communities to solve public health concerns and to create solutions that will improve the health of Pima County residents. Provide individuals, families and the community with services that promote health and prevent disease. Promote healthy behaviors which impact preconception health as identified in the Arizona Preconception Health Strategic Plan (2011 - 2015). Assure that licensed child care centers and child care group homes are compliant with state immunization statutes for enrolled children. Increase capacity with community organizations and agencies to train facilitators in the Tobacco and Chronic Disease Prevention program and have these facilitators lead Healthy Living programs. Provide nursing health and wellness assessments and interventions in libraries identified as most in need and expand the program into other district libraries. Maintain a qualified workforce that is able to meet the needs of Pima County residents. Conduct quality assurance activities to assure that staff is providing high quality services that meet the needs of the community.

Description of Services

Offer immunizations for children birth through age 18 and for adults as well as International Travel Immunizations. Maintain the medical records of Health Department Clients. Provide free health and safety-related consultation, staff training and referral to child care centers, child care homes, and other group care programs. Train Child Care Health Consultants (CCHC).

Utilize community health workers through the Health Start Program to provide education, support, and advocacy services to pregnant/postpartum women and their families in targeted communities in Pima County. Provide home visits and case management with oversight by nurses and social workers, through the enrolled child's second year of life. Ensure pregnant women are connected to prenatal care providers and receive on-going education about fetal development and health behaviors that can impact birth outcomes. Refer families to community services as needed and assist in accessing those services. Educate parents about child development, immunizations, home and vehicle safety. Screen each child to identify potential developmental delays and refer the family to the appropriate provider.

Develop partnerships and collaborations to promote a comprehensive approach to address tobacco and chronic disease.

Program Goals and Objectives

- Use Health Start to assist with the evaluation process of ADHS Every Woman Arizona preconception/inter-conception materials
  - Provide any woman receiving a negative pregnancy test at least 10 minutes of education on one or more preconception/inter-conception topics and request completion of a survey form
  - Provide all Health Start clients receiving a Family Follow-up Visit education on one or more topics during their enrollment using Every Woman Arizona materials. Request completion of a survey form
- Reduce incomplete vaccination data in ASIIS
  - Review 100% of encounter forms with vaccination data that have been entered into ASIIS. Check Mainfrae to see if other vaccinations were given that were not entered into ASIIS, if those exist; enter vaccination(s) into ASIIS
- Determine if clients are pleased with services received
  - Complete client satisfaction surveys a minimum of one time per year so that data obtained may be used to make changes/improvements to programs as needed
- Increase the number of agencies trained as site managers for the Tobacco and Chronic Disease Prevention Program
  - Recruit and train 20 agencies as site managers for Arizona Smokers Helpline
- Increase the number of children receiving Child Care Health Consultation screening
  - Provide direct screening of children and train child care staff on how to conduct screening
- Improve safety for all in the library setting and to reduce the number of inappropriate 911 calls through staff education and patron assessment
  - Provide training to library staff on the management of acute behavioral health issues encountered during the course of daily operation
  - Assess program benefits by survey from both staff and patrons
  - Expand the program to provide Public Health Nurses to additional libraries in Pima County by conducting needs assessments to determine appropriate interventions

Program Summary

Department: **Health**

Program: **Community Health Services**

- Implement and assess quality management efforts and activities and revise as needed
  - Evaluate effectiveness of tools and training currently used to orient new staff and for ongoing assessment of staff skills
- Vaccinate at least 80% of children aged 24 to 35 months
  - Assess the immunization coverage levels of children between the ages of 24 to 35 months of age. Design a plan to increase coverage levels and implement activities that will aid in improving vaccination rates of children in this age group
- Provide health maintenance, health promotion and screening services to elderly populations including blood pressure screening services provided by public health nurses at six community centers
  - Conduct Annual Senior Wellnes Survey with at least 75% of clients seen completing the survey

Program Performance Measures	**FY 2011/2012 Actual**	**FY 2012/2013 Estimated**	**FY 2013/2014 Planned**
Number of agencies trained as site managers for Arizona Smokers Helpline	10	15	15
Number of children receiving screening (hearing, vision, BMI, ASQ) as a result of CCHC training or direct screening	68	120	240
Number of scheduled PHN sessions at the Public Libraries	50	100	150
Number of staff completing required on-line or in-person trainings/assessments, skills checklists completed, and participating in drills or exercises	n/a	5	25
Percentage of forms reviewed for feedback at the program level first and utilized for educational materials improvement	n/a	0%	100%
Number of forms sent to ADHS with Health Start billing to provide documentation of Preconception/Inter-conception education	n/a	100%	100%
Percentage of vaccination encounters reviewed	n/a	80%	100%
Percentage of clients satisfied with the services	n/a	90%	90%
Percentage of Senior Wellness clients that completed annual survey	n/a	75%	90%
Number of Pima County children between the ages of 24 to 35 months of age with age appropriate vaccinations	72%	72%	80%

Program Expenditures by Object	**FY 2011/2012 Actual**	**FY 2012/2013 Adopted**	**FY 2013/2014 Adopted**
Personnel Services	4,108,700	4,110,286	3,948,310
Operating Expenses	1,532,585	2,088,824	1,938,066
Capital Equipment > $5,000	7,332	-	1,200
Total Program Expenditures	**5,648,617**	**6,199,110**	**5,887,576**

Program Summary

Department: **Health**

Program: **Community Health Services**

Program Funding by Source			
Revenues			
Intergovernmental	2,849,654	3,199,219	2,473,520
Miscellaneous Revenue	161	-	-
Grant Revenue Sub-Total	**2,849,815**	**3,199,219**	**2,473,520**
Miscellaneous Revenue	1,043	-	-
Charges for Services	538,152	494,691	551,000
Other Special Revenue Total	**539,195**	**494,691**	**551,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	2,037,413	3,068,258
Fund Balance Decrease/(Increase)	2,259,607	467,787	(205,202)
Other Funding Sources	-	-	-
Total Program Funding	**5,648,617**	**6,199,110**	**5,887,576**
Program Staffing FTEs	**75.4**	**74.7**	**70.5**

Program Summary

Department: **Health**

Program: **Community Surveillance & Investigation**

Function

Ensure retail food inspection staff (Sanitarians) have the knowledge, skills, and ability to adequately perform their required duties achieved through the 5-step training program developed by the Food & Drug Administration (FDA). Decrease the incidence and severity of norovirus outbreaks by any measurable degree during fiscal year 2013-2014. Increase competency level incident management training among public health staff by 50% in fiscal 2013-2014.

Description of Services

Inspect and investigate complaints concerning food service establishments, swimming pools, and housing. Provide food services certification and pool certification classes. Conduct vector and mosquito control activities. Identify community health problems, compile the Pima County Health Status Report, and develop appropriate intervention programs and strategies. Engage in collaborative and community focused emergency health planning to address biological, chemical, radiological, or natural disaster events that result in public health threats or emergencies.

Program Goals and Objectives

- Ensure retail food inspection staff (Sanitarians) have the knowledge, skills, and ability to adequately perform their required duties
  - Complete the FDA Standardization Process
  - Evaluate 100% of Consumer Health and Food Safety (CHFS) field staff during at least one inspection using the FDA Assessment Needs Training tool
  - Continue to develop and implement trainings to address areas identified during evaluation inspections as needing improvement
- Decrease the incidence and severity of norovirus outbreaks by any measurable degree
  - Develop historical account of past five years of norovirus outbreaks by 100% of Long Term Care Facilities in Pima County and record number of cases and length of each outbreak
  - Visit 100% of Long Term Care Facilities in Pima County that had a norovirus outbreak during calendar year 2013 and provide on-site education and norovirus prevention materials.
  - Develop an After Action Report that details the historical account of past five years of norovirus outbreaks for facilities that received on-site training and recommendations for future norovirus outbreaks in Long Term Care Facilities
- Increase competency level incident management training among public health department staff by 50% in FY 2013-2014
  - Develop an incident management manual, training tools, and web-based training schedule for implementation in FY 2013-2014
  - Update Pima County Health Department Standard Operating Procedures for employee incident management training to reflect changes in employee training schedule and certificate collection measure
  - Assign incident management roles to Pima County Health Department employees and schedule trainings according to incident command system roles
  - Implement a schedule of employee incident management trainings (both classroom and web-based) that will certify employee competency in incident management
  - Complete training for identified Health Department employees in incident management training
  - Participate in a simulated exercise in the incident command system role in which they were trained to demonstrate competency in their role

Program Summary

Department: **Health**

Program: **Community Surveillance & Investigation**

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Percentage of CHFS Sanitarian Supervisors completing the FDA Standardization Process	33%	100%	100%
Percentage of the CHFS field staff evaluated during at least one inspection using the FDA Assessment Needs Training tool	25%	100%	100%
Complete historical account of past five years of norovirus outbreaks documented	no	yes	yes
After Action Report of the details past five years of norovirus outbreaks completed	no	yes	yes
Standard Operating Procedures for employee incident management training updated	yes	yes	yes
Schedule of employee incident management trainings implemented	no	yes	yes
Simulated exercise in the incident command system completed	no	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	2,716,062	2,779,357	2,988,964
Operating Expenses	631,988	486,864	559,010
Capital Equipment > $5,000	-	-	3,000
Total Program Expenditures	**3,348,050**	**3,266,221**	**3,550,974**
Program Funding by Source			
Revenues			
Intergovernmental	1,260,978	1,069,320	1,210,193
Miscellaneous Revenue	251	-	-
Grant Revenue Sub-Total	**1,261,229**	**1,069,320**	**1,210,193**
Revenues			
Licenses & Permits	1,359,034	1,145,000	1,325,574
Miscellaneous Revenue	1,055	-	-
Charges for Services	5,323	5,000	-
Other Special Revenue Total	**1,365,412**	**1,150,000**	**1,325,574**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	910,078	1,154,355
Fund Balance Decrease/(Increase)	721,409	136,823	(139,148)
Other Funding Sources	-	-	-
Total Program Funding	**3,348,050**	**3,266,221**	**3,550,974**
Program Staffing FTEs	**53.8**	**52.8**	**52.0**

Program Summary

Department: **Health**

Program: **Health Director**

Function

Promote an active network of public health and safety professionals and community-based organizations. Act as the community voice of public health based on its collective of knowledge, experience, skills and accessibility. Provide timely and efficient services in support of the Health Department's multiple programs, and in order to meet that goal, conduct an evaluation of service quality every six months.

Description of Services

Collect, assemble, analyze and distribute information on the health of the community including statistics on health status, community health needs, inspections, and epidemiologic and investigations of other health problems. Provide timely and efficient services in support of the Health Department's multiple programs. Ensures the programs operate maximizing their resources.

Program Goals and Objectives

- Provide timely and efficient services in support of the Health Department's multiple programs, and in order to meet that goal, conduct an evaluation of service quality every six months
  - Re-distribute the web-based satisfaction/feedback survey on administrative services offered by Health and other Departments to identify progress made in areas of concern
  - Disseminate a summary of baseline information with new data from October 2012 survey and April 2013 survey, and progress made in addressing identified areas of concern

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Distribution of the web-based satisfaction/feedback survey on administrative services	yes	yes	yes
Dissemination of a summary of baseline information and new data from surveys, as well as progress made in addressing identified areas of concern	no	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	386,664	348,678	439,941
Operating Expenses	(36,260)	18,495	23,621
Total Program Expenditures	**350,404**	**367,173**	**463,562**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	128	-	-
Investment Earnings	11,545	-	-
Other Special Revenue Total	**11,673**	**-**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	422,845	391,184
Fund Balance Decrease/(Increase)	338,731	(55,672)	72,378
Other Funding Sources	-	-	-
Total Program Funding	**350,404**	**367,173**	**463,562**
Program Staffing FTEs	**5.0**	**5.0**	**7.0**

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

- Reduce animal bites per capita by .0002
  - Increase outreach education events to educate 25,000 new and prospective owners
- Increase animals saved by 5% from 55% to 60%
  - Increase funding to spay/neuter programs by 25% from city and town participation
  - Reduce animals impounded by 5% through owner education and assistance
  - Increase the number of pets saved by 4% (to 12,250) in FY 2013-2014
- Increase dog licensing to 60% (150,000) by fiscal year end
  - Conduct one rabies vaccine clinic at PACC each month to issue 1,200 new licenses per year
  - Increase outreach education events to educate 25,000 new and prospective owners

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Animals saved	11,345	11,800	12,250
Animals impounded	28,193	26,780	25,400
Dog licenses sold	112,392	115,000	150,000
Rabies vaccine clinics conducted at PACC	0	12	12
Owners educated	17,000	21,000	25,000

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	3,861,005	3,907,541	4,603,382
Operating Expenses	2,487,256	1,996,620	2,843,561
Capital Equipment > $5,000	31,073	-	-
Total Program Expenditures	**6,379,334**	**5,904,161**	**7,446,943**
Program Funding by Source			
Revenues			
Intergovernmental	3,263,978	3,095,789	3,831,381
Licenses & Permits	819,728	905,112	884,627
Fines & Forfeits	158,892	126,484	125,970
Miscellaneous Revenue	475,501	283,046	436,772
Investment Earnings	(315)	-	-
Charges for Services	213,172	202,486	207,879
Other Special Revenue Total	**4,930,956**	**4,612,917**	**5,486,629**

Program Summary

Department: **Health**

Program: **Pima Animal Care Center**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	385,727	900,818	1,945,741
Fund Balance Decrease/(Increase)	1,062,651	390,426	14,573
Other Funding Sources	-	-	-
Total Program Funding	**6,379,334**	**5,904,161**	**7,446,943**
Program Staffing FTEs	**77.9**	**79.0**	**79.0**

Program Summary

Department: **Health**

Program: **Records & Administration**

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 residents.

Program Goals and Objectives

- Improve alignment of the program's service hours with the needs of its clients within the next nine months
  - Implement new and/or expanded hours for services from June 1, 2013, through November 1, 2013, as a pilot-test
  - Assess changes in revenue generated and certificates issued during pilot-test and compare to previous years
  - Issue report on the viability of permanently changing office hours to the Director by December 1, 2013

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Revised hours established and tested	n/a	yes	yes
Report issued regarding viability of revised hours	n/a	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,901,034	1,779,755	2,019,841
Operating Expenses	542,252	705,029	1,221,365
Capital Equipment > $5,000	8,409	-	-
Total Program Expenditures	**2,451,695**	**2,484,784**	**3,241,206**
Program Funding by Source			
Revenues			
Licenses & Permits	2,860	-	-
Miscellaneous Revenue	810	-	3,000
Charges for Services	1,730,193	1,400,000	1,870,000
Other Special Revenue Total	**1,733,863**	**1,400,000**	**1,873,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	7,737,541	876,153	855,325
Fund Balance Decrease/(Increase)	(7,019,709)	208,631	512,881
Other Funding Sources	-	-	-
Total Program Funding	**2,451,695**	**2,484,784**	**3,241,206**
Program Staffing FTEs	**24.4**	**23.5**	**34.0**

Office of Medical Services

Expenditures: 41,158,803 **Revenues:** 490,146

FTEs 14.0

Function Statement:

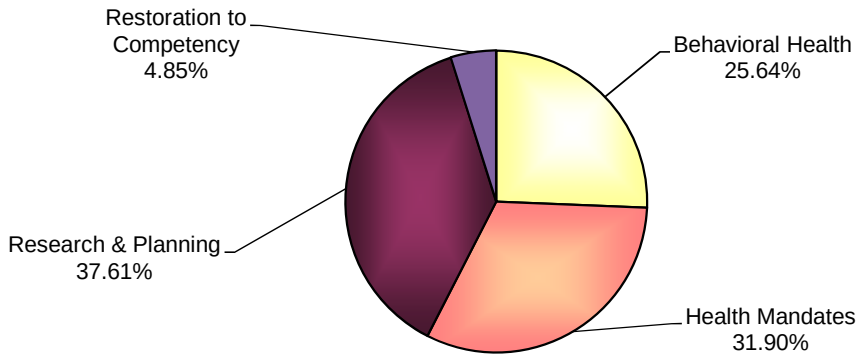
Oversee the health care services provided to the populations at the County's adult and juvenile detention centers by monitoring the performance of health care providers under contract to provide such services ensuring the provision of quality health care and the reduction of County liability. Ensure the County's compliance with statutory obligations regarding health care and mental health care by funding 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 of Arizona Medical Center - South Campus. 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:

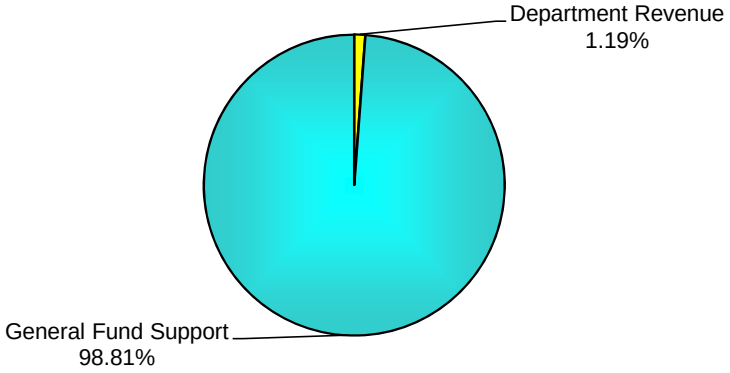
ARS Title 11, Chapter 2: Board of Supervisors, Article 7: Medical Facilities and Care of Indigents; ARS Title 13, Chapter 14: Sexual Offenses, Section 13-1414: Expenses of Investigation and Chapter 41: Incompetence to Stand Trial, Section 13-4512: Treatment Order; Commitment; ARS Title 31, Chapter 1: Jails, Article 4: Inmate Health Care; ARS Title 36, Chapter 5: Mental Health Services

Note - This department assumed the operating functions of the former Institutional Health department which was reorganized after fiscal year 2012/13.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Office of Medical Services

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Behavioral Health	-	-	10,552,174
Health Mandates	-	-	13,128,337
Research & Planning	-	-	15,480,381
Restoration to Competency	-	-	1,997,911
Total Expenditures	**-**	**-**	**41,158,803**
Funding by Source			
Revenues			
Behavioral Health	-	-	408,522
Health Mandates	-	-	69,765
Research & Planning	-	-	11,859
Total Revenues	**-**	**-**	**490,146**
General Fund Support	-	-	40,761,614
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	(92,957)
Other Funding Sources	-	-	-
Total Program Funding	**-**	**-**	**41,158,803**
Staffing (FTEs) by Program			
Behavioral Health	-	-	3.0
Research & Planning	-	-	5.0
Restoration to Competency	-	-	6.0
Total Staffing (FTEs)	**-**	**-**	**14.0**

Program Summary

Department: **Office of Medical Services**

Program: **Behavioral Health**

Function

Ensure County compliance with behavioral health mandates. Provide guidance, collaboration, and support of behavioral health programs with community stakeholders.

Description of Services

Ensure the County's compliance with statutory obligations regarding mental health care by administering and funding the County's contract for the provision of mandated Title 36 involuntary commitment services; fund the County's responsibility regarding housing of Sexually Violent Persons (SVP) at Arizona State Hospital; provide behavioral health coordination and input in the County's responsibilities such as correctional health care; fund and administer the County's Department of Justice (DOJ) 2nd Chance ReEntry Grant.

Program Goals and Objectives

- Oversee and fund the County's mandated function to fund involuntary commitment services
- Review and coordinate with Superior Court and Arizona Department of Health Services (ADHS) regarding County behavioral health matters
- Administer the County's Department of Justice 2nd Chance ReEntry Grant funding that assists certain offenders in readjusting to responsible roles in society

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Monthly review of contract reporting data regarding involuntary commitment services	12	12	12
Monthly review of DOJ 2nd Chance ReEntry reports and payments	12	12	12
Timely payment of mandated payments to the State for Seriously Mentally Ill (SMI) and SVP	100%	100%	100%
Note: Prior years measures relate to Institutional Health operations.			

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	-	-	367,692
Operating Expenses	-	-	10,184,482
Total Program Expenditures	**-**	**-**	**10,552,174**
Program Funding by Source			
Revenues			
Intergovernmental	-	-	408,522
Grant Revenue Sub-Total	**-**	**-**	**408,522**
General Fund Support	-	-	10,236,609
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	(92,957)
Other Funding Sources	-	-	-
Total Program Funding	**-**	**-**	**10,552,174**
Program Staffing FTEs	**-**	**-**	**3.0**

Program Summary

Department: **Office of Medical Services**

Program: **Health Mandates**

Function

Fund and administer the County's contributions to state health care programs. Fund and administer the County's responsibilities related to correctional health care and collection of forensic evidence.

Description of Services

Fund and administer the County's contributions to state health care programs; contract, administer, and fund the provision of correctional health care at Pima County's detention facilities, ensuring the provision of quality health care and the reduction of County liability; contract and fund the County's responsibilities for collection of forensic evidence regarding victims of assault and abuse and related services.

Program Goals and Objectives

- 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
- Monitor, audit, and fund the provision of quality correctional health care at the Adult Detention Center and the Juvenile Detention Center
- 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
- Minimize County liability through aggressive efforts in finding alternate payer sources for services previously funded by the County

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Monthly review of forensic exam services contracts and payments	12	12	12
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	12	12	12
Timely payments made to mandated state health programs	100%	100%	100%
Note: Prior years measures relate to Institutional Health operations.			

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Operating Expenses	-	-	13,128,337
Total Program Expenditures	**-**	**-**	**13,128,337**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	-	-	69,765
Operating Revenue Sub-Total	**-**	**-**	**69,765**
General Fund Support	-	-	13,058,572
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**-**	**-**	**13,128,337**

Program Summary

Department: **Office of Medical Services**

Program: **Research & Planning**

Function

Oversee the County's contract with Arizona Board of Regents regarding University of Arizona Medical Center - South Campus; provide input on health data and trends to County administration; provide technical assistance on health care issues as requested.

Description of Services

Administer the County's contract with Arizona Board of Regents on behalf of University of Arizona Medical Center - South Campus (formerly University Physicians Healthcare, formerly University Physicians Inc.) for the lease and operation of UAMC-SC Hospital (previously UPH Hospital, previously Kino Community Hospital) including expenses incurred, revenues generated, compliance with laws and regulations, and other terms and conditions expressed in the contract; coordinate the accumulation, storage, and analysis of data relevant to health care mandates and trends; and 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.

Program Goals and Objectives

- Ensure compliance with terms of the lease contract with Arizona Board of Regents on behalf of University of Arizona Medical Center - South Campus (formerly University Physicians Healthcare, formerly University Physicians Inc.) 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
- 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

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Payments to and collections from contractor are made on a timely basis	100%	100%	100%
Contractor submits financial and narrative reports on a timely basis per lease agreement	yes	yes	yes
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
Note: Prior years measures relate to Institutional Health operations.			

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	-	-	480,381
Operating Expenses	-	-	15,000,000
Total Program Expenditures	**-**	**-**	**15,480,381**
Program Funding by Source			
Revenues			
Investment Earnings	-	-	11,859
Operating Revenue Sub-Total	**-**	**-**	**11,859**

Program Summary

Department: **Office of Medical Services**

Program: **Research & Planning**

General Fund Support	-	-	15,468,522
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**-**	**-**	**15,480,381**
Program Staffing FTEs	**-**	**-**	**5.0**

Program Summary

Department: **Office of Medical Services**

Program: **Restoration to Competency**

Function

Administer the County's responsibility regarding Restoration To Competency (RTC) in conjunction with Superior Court, Arizona State Hospital, and Pima County Adult Detention Complex.

Description of Services

Administer and fund the County's local RTC program housed at the Pima County Adult Detention Complex; fund out of custody restoration as ordered by Superior Court; and fund services provided for RTC at Arizona State Hospital as needed.

Program Goals and Objectives

- Monitor and fund the County's Restoration to Competency program and related responsibilities to ensure services are appropriate and to conserve taxpayer funds
- 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Timely payment is made for out of custody RTC services	92%	100%	100%
Fewer than three RTC patients per month referred to ASH	yes	yes	yes
Note: Prior years measures relate to Institutional Health operations.			

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	-	-	592,666
Operating Expenses	-	-	1,405,245
Total Program Expenditures	**-**	**-**	**1,997,911**
General Fund Support	-	-	1,997,911
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**-**	**-**	**1,997,911**
Program Staffing FTEs	**-**	**-**	**6.0**

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Solid Waste Management

Expenditures: 6,901,495 **Revenues:** 4,593,000

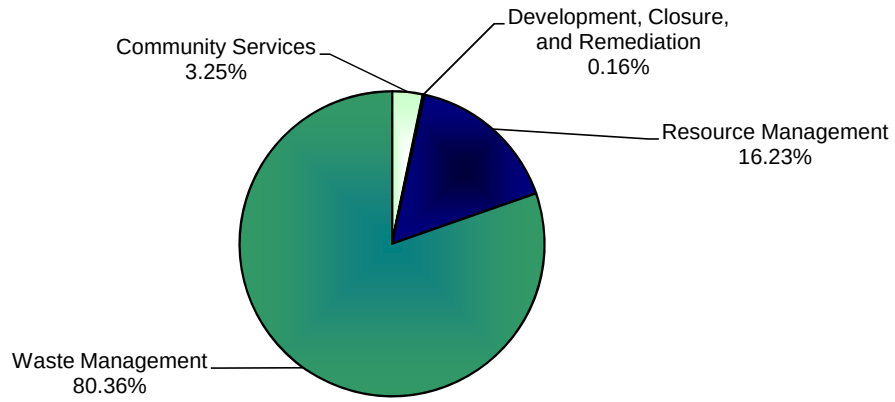
FTEs 28.0

Function Statement: Provide efficient and environmentally responsible solid waste facilities for the people of Pima County. Provide the solid waste disposal and transfer facilities necessary for the safe and sanitary disposal of solid waste generated within its jurisdiction.

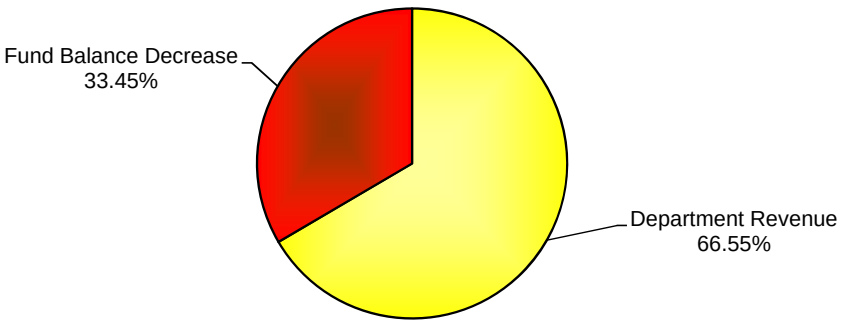
Mandates: ARS Title 11, Chapter 2: Board of Supervisors, Article 4: Powers and Duties, 11-269 Recycling and Waste Reduction; Title 49, Chapter 4: Solid Waste Management; and Pima County Code Title 7: Environmental Quality, 7.25: Waste Collection; 7.29: Solid Waste; and 7.33: Removal of Rubbish, Trash Weeds, Filth, and Debris

Note: The Solid Waste Management Adopted Budget was based on a model of the County providing direct solid waste services. However, the Board of Supervisors entered into a contract with Tucson Waste and Recycling Services to provide landfill and solid waste services for County residents.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Solid Waste

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Community Services	175,788	236,000	224,500
Development, Closure and Remediation	1,598	14,000	11,000
Resource Management	1,030,363	970,800	1,120,377
Waste Management	5,421,216	5,629,200	5,545,618
Total Expenditures	**6,628,965**	**6,850,000**	**6,901,495**
Funding by Source			
Revenues			
Resource Management	29,195	6,000	6,000
Waste Management	4,683,015	4,385,000	4,587,000
Total Revenues	**4,712,210**	**4,391,000**	**4,593,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	800,000	-	-
Fund Balance Decrease/(Increase)	(684,959)	2,459,000	2,308,495
Other Funding Sources	900,857	-	-
Total Program Funding	**6,628,965**	**6,850,000**	**6,901,495**
Staffing (FTEs) by Program			
Community Services	-	0.1	-
Development, Closure and Remediation	-	0.1	-
Resource Management	8.0	5.4	8.0
Waste Management	20.5	21.5	20.0
Total Staffing (FTEs)	**28.5**	**27.1**	**28.0**

Note: The Solid Waste Management Adopted Budget was based on a model of the County providing direct solid waste services. However, the Board of Supervisors entered into a contract with Tucson Waste and Recycling Services to provide landfill and solid waste services for County residents.

Program Summary

Department: **Solid Waste**

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.

Note: The Solid Waste Management Adopted Budget was based on a model of the County providing direct solid waste services. However, the Board of Supervisors entered into a contract with Tucson Waste and Recycling Services to provide landfill and solid waste services for County residents.

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Funding provided for Wildcat Dump Program	$220,000	$220,000	$236,000
Illegal dumping sites investigated	370	332	350
Illegal waste removed from public lands (tons)	48	50	50

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	81,513	103,788	103,754
Operating Expenses	94,275	132,212	120,746
Total Program Expenditures	**175,788**	**236,000**	**224,500**
Program Funding by Source			
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	175,788	236,000	224,500
Other Funding Sources	-	-	-
Total Program Funding	**175,788**	**236,000**	**224,500**
Program Staffing FTEs	**-**	**0.1**	**-**

Program Summary

Department: **Solid Waste**

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.

Note: The Solid Waste Management Adopted Budget was based on a model of the County providing direct solid waste services. However, the Board of Supervisors entered into a contract with Tucson Waste and Recycling Services to provide landfill and solid waste services for County residents.

Program Goals and Objectives

- Complete monthly waste data tracking
- Update landfill forecasts semi-annually
- Monitor groundwater wells and gas probes

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Groundwater wells and gas probes monitored	42	42	42
Monthly waste data tracking completed	yes	yes	yes
Landfill forecasts updated semi-annually	yes	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,196	3,596	-
Operating Expenses	402	10,404	11,000
Total Program Expenditures	**1,598**	**14,000**	**11,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1,598	14,000	11,000
Other Funding Sources	-	-	-
Total Program Funding	**1,598**	**14,000**	**11,000**
Program Staffing FTEs	**-**	**0.1**	**-**

Program Summary

Department: **Solid Waste**

Program: **Resource Management**

Function
Provide management, procurement, and administrative support services.

Description of Services
Manage department administration.

Note: The Solid Waste Management Adopted Budget was based on a model of the County providing direct solid waste services. However, the Board of Supervisors entered into a contract with Tucson Waste and Recycling Services to provide landfill and solid waste services for County residents.

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

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Invoices prepared by 5th of each month	yes	yes	n/a
Equipment plan updated	no	yes	yes
Long range staffing plan updated	no	yes	n/a

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	423,339	516,358	626,885
Operating Expenses	607,024	454,442	493,492
Total Program Expenditures	**1,030,363**	**970,800**	**1,120,377**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	21,306	-	-
Investment Earnings	7,889	6,000	6,000
Operating Revenue Total	**29,195**	**6,000**	**6,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	800,000	-	-
Fund Balance Decrease/(Increase)	201,168	964,800	1,114,377
Other Funding Sources	-	-	-
Total Program Funding	**1,030,363**	**970,800**	**1,120,377**
Program Staffing FTEs	**8.0**	**5.4**	**8.0**

Program Summary

Department: **Solid Waste**

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Accidents resulting in lost time	2	2	2
Landfills operated	3	3	3
Transfer stations operated	2	2	2
Rural collection centers operated	4	4	4
Waste tonnage handled	77,500	72,356	80,000
Tire Tonnage recycled	12,772	12,486	12,500
Other materials tonnage recycled	814	758	700
Arizona Department of Environmental Quality inspections passed	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,077,949	1,181,702	1,197,434
Operating Expenses	3,271,728	4,147,498	4,248,184
Capital Equipment > $5,000	1,071,539	300,000	100,000
Total Program Expenditures	**5,421,216**	**5,629,200**	**5,545,618**
Program Funding by Source			
Revenues			
Intergovernmental	1,133,101	1,050,000	1,050,000
Miscellaneous Revenue	57,399	50,700	52,300
Investment Earnings	6,147	6,000	6,000
Charges for Services	3,486,368	3,278,300	3,478,700
Operating Revenue Total	**4,683,015**	**4,385,000**	**4,587,000**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(1,063,513)	1,244,200	958,618
Other Funding Sources	900,857	-	-
Total Program Funding	**5,421,216**	**5,629,200**	**5,545,618**
Program Staffing FTEs	**20.5**	**21.5**	**20.0**

SUMMARY OF EXPENDTITURES BY FUND: PROGRAM

Functional Area / Department / Program	Special Revenue	Capital Projects	Enterprise Funds	Total Expenditures
PUBLIC WORKS				
Capital Projects				
Capital Projects	-	182,441,811	-	182,441,811
Total Capital Projects	**-**	**182,441,811**	**-**	**182,441,811**
Development Services				
Development Review	-	-	398,023	398,023
Permitting	-	-	3,041,412	3,041,412
Planning	-	-	2,972,149	2,972,149
Support Services	-	-	332,274	332,274
Total Development Services	**-**	**-**	**6,743,858**	**6,743,858**
Public Works Administration				
Administration	-	-	-	-
Cultural Resources	-	-	-	-
Real Property	-	-	-	-
Total Public Works Administration	**-**	**-**	**-**	**-**
Regional Flood Control District				
Capital Improvement	2,164,017	-	-	2,164,017
Flood Control Support	3,306,879	-	-	3,306,879
Hazard Mitigation	1,263,780	-	-	1,263,780
Infrastructure	3,220,482	-	-	3,220,482
Regulatory	1,181,546	-	-	1,181,546
Riparian Protection	1,487,324	-	-	1,487,324
Total Regional Flood Control District	**12,624,028**	**-**	**-**	**12,624,028**
Regional Wastewater Reclamation				
Administration	-	-	105,245,279	105,245,279
Conveyance System	-	-	16,783,465	16,783,465
Planning & Engineering	-	-	5,790,553	5,790,553
Treatment Operations	-	-	88,432,051	88,432,051
Total Regional Wastewater Reclamation	**-**	**-**	**216,251,348**	**216,251,348**
Transportation				
Support Services Group	10,120,481	-	-	10,120,481
System Ops and Maintenance	27,245,156	-	-	27,245,156
Transportation - Infrastructure	2,911,630	-	-	2,911,630
Transportation Grants	754,152	-	-	754,152
Total Transportation	**41,031,419**	**-**	**-**	**41,031,419**
TOTAL PUBLIC WORKS	**53,655,447**	**182,441,811**	**222,995,206**	**459,092,464**

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	Special Revenue	Capital Projects	Enterprise Funds	Total Revenues
PUBLIC WORKS				
Capital Projects				
Capital Projects	-	37,372,695	-	37,372,695
Total Capital Projects	**-**	**37,372,695**	**-**	**37,372,695**
Development Services				
Development Review	-	-	320,000	320,000
Permitting	-	-	5,340,500	5,340,500
Planning	-	-	158,500	158,500
Support Services	-	-	17,700	17,700
Total Development Services	**-**	**-**	**5,836,700**	**5,836,700**
Regional Flood Control District				
Flood Control Support	18,328,414	-	-	18,328,414
Riparian Protection	87,475	-	-	87,475
Total Regional Flood Control District	**18,415,889**	**-**	**-**	**18,415,889**
Regional Wastewater Reclamation				
Administration	-	-	182,932,350	182,932,350
Total Regional Wastewater Reclamation	**-**	**-**	**182,932,350**	**182,932,350**
Transportation				
Support Services Group	49,595,627	-	-	49,595,627
System Ops and Maintenance	156,450	-	-	156,450
Transportation - Infrastructure	1,124,800	-	-	1,124,800
Transportation Grants	16,033,094	-	-	16,033,094
Total Transportation	**66,909,971**	**-**	**-**	**66,909,971**
TOTAL PUBLIC WORKS	**85,325,860**	**37,372,695**	**188,769,050**	**311,467,605**

SUMMARY OF FULL TIME EQUIVALENTS: PROGRAM

Functional Area / Department / Program	FTEs
PUBLIC WORKS	
Capital Projects	
Capital Projects	6.0
Total Capital Projects	**6.0**
Development Services	
Development Review	4.0
Permitting	28.0
Planning	25.0
Support Services	4.0
Total Development Services	**61.0**
Public Works Administration	
Administration	4.0
Real Property	18.0
Total Public Works Administration	**22.0**
Regional Flood Control District	
Capital Improvement	9.0
Flood Control Support	7.0
Hazard Mitigation	11.0
Infrastructure	11.0
Regulatory	17.0
Riparian Protection	10.0
Total Regional Flood Control District	**65.0**
Regional Wastewater Reclamation	
Conveyance System	116.0
Planning & Engineering	72.0
Regional Wastewater Reclamation Admin	109.8
Treatment Operations	197.0
Total Regional Wastewater Reclamation	**494.8**
Transportation	
Support Services Group	28.3
System Ops and Maintenance	182.7
Transportation - Infrastructure	95.5
Total Transportation	**306.5**
TOTAL PUBLIC WORKS	**955.3**

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Capital Projects

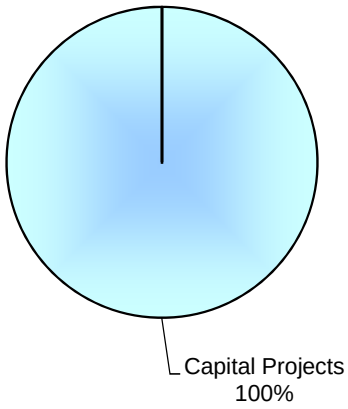
Expenditures: 182,441,811 **Revenues:** 37,372,695

FTEs 6.0

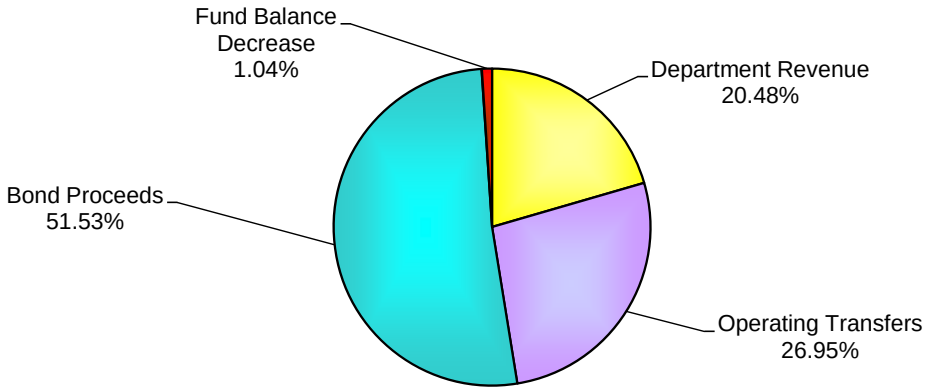
Function Statement: The Capital Projects budget reflects anticipated funding for the construction of Pima County capital improvement projects valued at $100,000 or more (excluding enterprise and internal service fund projects), as detailed in the proposed Fiscal Year 2014/18 Five Year Capital Improvement 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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Capital Projects	149,571,907	224,127,426	182,441,811
Total Expenditures	**149,571,907**	**224,127,426**	**182,441,811**
Funding by Source			
Revenues			
Capital Projects	48,359,082	48,056,218	37,372,695
Total Revenues	**48,359,082**	**48,056,218**	**37,372,695**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	65,517,842	10,646,059	49,169,468
Fund Balance Decrease/(Increase)	(42,730,017)	79,425,149	1,899,648
Other Funding Sources	78,425,000	86,000,000	94,000,000
Total Program Funding	**149,571,907**	**224,127,426**	**182,441,811**
Staffing (FTEs) by Program			
Capital Projects	5.0	5.0	6.0
Total Staffing (FTEs)	**5.0**	**5.0**	**6.0**

Program Summary

Department: **Capital Projects**

Program: **Capital Projects**

Function

The PMO provides two basic functions; program oversight and project control, and project management capacity. The second function is used to augment the capital department's existing resources or is applied to specific projects as directed.

Description of Services

The budgeted amount of $ 182,438,731 has been based on the following:

Transportation $ 80,193,296
Facilities Management $ 47,024,037
Sheriff $ 20,583,490
Regional Flood Control $ 15,183,791
Parks and Recreation $ 5,204,648
Open Space $ 4,748,202
Community Development $ 4,401,065
Information Technology $ 3,444,285
Solid Waste Management $ 955,371
Office of Sustainability and Conservation $ 700,546

Total CIP $ 182,438,731

Program Goals and Objectives

- Provide project/program oversight through the gate process
- Assist departments as needed with project challenges, documentation of gate activities and program performance
- Deliver the capital program on schedule and within budget

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Bond Update Reports produced by due dates	100%	100%	100%
Completed Projects Report produced by due date	100%	100%	100%
Bond Ordinance Amendments produced by due dates	100%	100%	100%
Soft cost expenditures, and construction completion targets	yes	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	81,899	(1,950)	3,080
Operating Expenses	65,682	1,950	-
Capital Projects	149,424,326	224,127,426	182,438,731
Total Program Expenditures	**149,571,907**	**224,127,426**	**182,441,811**
Program Funding by Source			
Revenues			
Intergovernmental	1	-	-
Grant Revenue Sub-Total	**1**	**-**	**-**

Program Summary

Department: **Capital Projects**

Program: **Capital Projects**

Revenues			
Intergovernmental	44,141,137	43,773,313	33,862,369
Miscellaneous Revenue	564,659	1,638,500	1,133,459
Investment Earnings	573,701	-	-
Gain or Loss on Disposal of Assets	-	102,500	-
Charges for Services	3,079,584	2,541,905	2,376,867
Other Revenue Total	**48,359,081**	**48,056,218**	**37,372,695**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	65,517,842	10,646,059	49,169,468
Fund Balance Decrease/(Increase)	(42,730,017)	79,425,149	1,899,648
Other Funding Sources	78,425,000	86,000,000	94,000,000
Total Program Funding	**149,571,907**	**224,127,426**	**182,441,811**
Program Staffing FTEs	**5.0**	**5.0**	**6.0**

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2013/2014

For a comprehensive list of the active and new projects comprising the fiscal year 2014/18 Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects.

Department/Project		FY 2013/14 Adopted
Transportation		
Valencia Rd Alvernon Way to Wilmot RTA24	$	13,083,145
Magee Rd La Canada Dr to Oracle Rd RTA 12		12,939,408
La Canada River Rd to Ina Rd RTA11		9,393,003
La Cholla Blvd Magee Rd to Overton Rd RTA04		9,000,000
Pavement Preservation Program FY2014		5,000,000
Houghton Rd I-10 to Golf Links Rd RTA 32 (portion of)		3,750,000
Orange Grove Rd Cmno de la Tierra La Cholla Blvd		3,419,114
Valencia Rd Mark Rd to Wade Rd RTA21		3,174,159
Sunset Rd Silverbell Rd to I-10 to River Rd RTA08		2,500,000
Old Tucson Nogales Hwy Summit Neighborhood		1,967,204
Julian Wash I-10 to Campbell Ramps		1,153,200
Ina Rd at Oracle Rd Intersection		1,141,957
Hughes Access Road Relocation		1,035,000
Mt Lemmon Culvert Pipe Lining		922,000
Julian Wash I-10 to Campbell Middle		909,200
Magee Rd Cortaro Farms Rd Thornydale Rd to Mona Lisa		886,818
Mt Lemmon Storage Yard		886,020
Homer Davis Elementary Bicycle & Pedestrian Enhancement		850,000
Harrison Greenway at DMAFB		732,297
Colossal Cave Rd Success Dr & Ruthrauff Culvert		638,410
Neighborhood Transportation Improvements		600,000
Wilmot Rd North of Sahuarita Rd RTA33		600,000
Julian Wash I-10 to Campbell West		585,273
Harrison Rd Bike Lanes		584,353
Julian Wash I-10 to Campbell East		546,002
Centennial Elementary School Safe Routes		420,485
Palo Verde HAWKS @ Alvord & Milton		350,015
Manzanita Elem Safe Routes to School Design Proj		337,000
Lamber Lane Thornydale to Camino de la Tierra		300,000
22nd St I-10 to Tucson Blvd Improvements		277,610
Mt Lemmon Retaining Wall 65B Repair		203,900
Colossal Cave Bike Lanes		197,000
Rillito Riverpath & Cmno de la Tierra Bicycle & Pedest		180,000
Alvernon Heights Neighborhood Solar St Light Project		175,625
Bowes Rd @ Sabino High School HAWK		141,187
Summit View Elementary Safe Routes to School		140,500
Tanque Verde Rd at Emily Gray JHS HAWK		140,150
Square Tube Breakaway Sign Posts		125,000
Alvernon Way - Valencia Rd Intersection Improvements		102,093
Cortaro Farms Rd Cmno de Oeste to Thornydale		100,000
Valencia Rd - Wilmot Rd to Kolb Rd RTA24 & 36		100,000
Old Vail Middle School Safe Route to School		93,500
ADA Pedestrian Improvements		81,761
Silverbell Rd: Grant Rd to Goret Rd		65,000
Julian Wash Greenway Park Ave to 6th Ave		60,000
Orange Grove TWLTL & Bike Lns La Canada Rd to Oracle Rd		50,000
Summerhaven Sidewalk		50,000
Coronado School Cougars		45,000
Intelligent Transport Sys Signals Coord & Cab Upgrade		35,000
Misc Bike Safety Improvement Projects		32,615
Safety Management Systems & Program Development		25,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2013/2014

For a comprehensive list of the active and new projects comprising the fiscal year 2014/18 Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects.

Department/Project		FY 2013/14 Adopted
Country Club Rd Bike Ln Irvington to Valencia Rd		16,000
Alvernon Bike Lane Golf Links to Ajo		10,000
Mission Rd Paved Shoulder		10,000
Magee Rd Cortaro Farms Rd Mona Lisa to La Canada RTA07		10,000
Orange Grove Bike Lanes Oracle to Cmno La Zorrola		5,000
Cmno de Oeste Los Reales Valencia Rd		5,000
HSIP Project Holding Account		5,000
Mary Ann Cleveland Way @ Kush Canyon Ln HAWK		5,000
Houghton Rd & Sahuarita Rd Intersection Improvements		1,292
Valencia Rd Street Lighting Sidewalk & Widening		1,000
Transportation Total	$	80,193,296
Facilities Management		
Downtown Court Complex	$	34,000,000
Administration East Bldg 4th Fl Improvements		1,650,000
Kino Sports North Fields Modifications		1,650,000
Administration West 4th Fl Tenant Improvements		1,053,251
Roy Place Bldg Facade Restoration Completion		1,000,000
University of Arizona South Campus Parking Garage		973,295
Psychiatric Hospital		876,923
Fort Lowell Acq		800,913
Adult Probation S Office Cooling & Chiller Replacement		800,000
Theresa Lee Hlth Clinic		754,550
SA Indoor Sports Center at Curtis Park		509,450
Exterior Painting & Common Space Improv of PWB		475,000
Eckstrom Columbus Branch Library Expansion		451,713
Sheriff's Department Training Facility		425,865
MSF Roof Mechanical Replacement		400,000
Combined Heating & Power Installation at Main Jail		300,000
Jail Tower Kitchen & Freezer Replacement		242,190
UA Abrams 3rd Floor Tenant Improvement		215,000
Dwn Gov Cen A & B Parking Garage Sewer & Storm Line Rep		180,000
Canoa Ranch Bldgs Rehabilitation		150,000
ADA Facility Accessibilty Projects		96,319
Kino Pool House		19,568
Facilities Management Total	$	47,024,037
Sheriff		
Regional Public Safety Communications System		19,989,596
Thomas O Price Service Center Communications Cntr Expan		376,021
Communications Emergency Operations Center		217,873
Sheriff Total	$	20,583,490
Regional Flood Control District		
SCR Flood Control Erosin Control & Linear Pk Ajo to 29		4,000,000
Floodprone Land Acq Program		2,000,000
Urban Drainage		2,000,000
Arroyo Chico Detention Basin USACOE		1,970,000
CDO Linear Park - Thornydale Rd to I-10		1,200,000
CDO Pathway La Cholla to La Canada		1,000,000
El Corazon de los Tres Rios Del Norte		750,000
Pantano Wash Ft Lowell Park to Tanque Verde Road		588,791
SCR Paseo de Las Iglesias Restoration USACOE		550,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2013/2014

For a comprehensive list of the active and new projects comprising the fiscal year 2014/18 Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects.

Department/Project		FY 2013/14 Adopted
TV Creek Sabino Canyon to Craycroft USACOE		500,000
Airport Wash - Economic Development Zone		425,000
Green Valley Drainage Way 6 Repairs		200,000
Regional Flood Control District Total	$	15,183,791
Natural Resources, Parks & Recreation		
Pantano Path Broadway to Kenyon	$	1,284,000
SCR Park Irvington to Valencia		1,093,044
Catalina Community Park		521,580
Pantano Infill 5th St to Speedway		515,500
Bicycle Ln on Sahuarita Rd		420,000
SE Community Park - COT		350,000
Small River Park Improvements		259,857
Northside Community Park - COT		200,000
Tortolita Trail System		160,000
Rillito River Park Right-of-Way		150,000
Various Trail Acq Developments		60,667
Arroyo Chico - COT		50,000
Atturbury Wash Sanctuary - COT		50,000
Pathway Signage and Markings		50,000
Harrison Greenway at Rita Ranch		20,000
Harrison Greenway Irvington to Pantano		20,000
Natural Resources, Parks & Recreation	$	5,204,648
Open Spaces		
Painted Hills	$	3,361,383
Town of Sahuarita Priorities		1,361,819
Tortolita Phase II		25,000
Open Spaces Total	$	4,748,202
Community Development & Neighborhood Conservation		
Housing Reinvestment 2004 Authorization	$	925,688
Neighborhood Reinvestment 2004 Authorization		798,059
1997 Neighborhood Reinvestment Bond Program		694,411
Honea Heights Redevelopment Project		600,000
29th St Coalition Freedom Park		463,200
5 Points Business Coalition		448,440
Esperanza En Escalante Veterans Housing Project		266,267
Wakefield Neighborhood Project - COT		200,000
Toumey Park		5,000
Community Development & Neighborhood Conservation Total	$	4,401,065
Information Technology		
Public Works Permitting Licensing Application	$	1,937,361
Data Center Storage Growth		858,000
Physical Server Replacement		181,021
HD Technology and Training		141,621
JLE JustWare Phase 3		140,250
Mobility Implementation Proof of Concept		104,032
Public Fiduciary Application System		82,000
Information Technology Total	$	3,444,285

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2013/2014

For a comprehensive list of the active and new projects comprising the fiscal year 2014/18 Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects.

Department/Project		FY 2013/14 Adopted
Environmental Quality		
Waste Tire Collection Site Relocation	$	400,000
Environmental Remediation - El Cmno del Cerro Landfill		370,000
El Cmno del Cerro LOU Project		185,371
Environmental Quality Total	$	955,371
Office of Sustainability and Conservation		
Anza Trail - Los Morteros Campsite	$	351,214
Anza Trail - Llano Grande Campsite		152,169
Tumamoc Hill Acq		77,623
Fort Lowell Acq - Atkins Steel Acq		62,990
Anza Trail - Oit Pars Campsite		33,787
Dakota Wash Site Acq		22,763
Office of Sustainability and Conservation Total	$	700,546
Telecommunications		
PoE Switches & UPS Devices - Telecom	$	322,200
Data Center Communications Upgrade - Telecom		112,400
Wireless Upgrade and Refresh - Telecom		109,800
Analog Line Replacement for VoIP Project - Telecom		62,500
Telecommunications Total	$	606,900
Fleet Services		
New Services Facilities	$	14,561,846
Fleet Services Fuel Management System		497,003
Mission Rd Complex Fuel Island		50,000
Fleet Services Total	$	15,108,849
Regional Wastewater Reclamation		
Roger Rd WWTP Demolition	$	14,802,826
ROMP Ina Rd WPCF HPO Replacement		14,662,989
North Rillito Interceptor Rehabilitation		6,215,000
ROMP 32 MGD Reclamation Campus		5,724,504
South Rillito West Central Interceptor Rehab		5,205,000
Addition to RWRD Central Laboratory		4,670,000
Ina Rd WPCF Class A Biosolids Improvements		4,478,558
ROMP SCADA		3,563,739
Wilmot Rd & I-10 Manhole Rehabilitation		3,050,404
Minor Rehabilitation Projects FY 13/14		2,995,000
Conveyance SCADA System Upgrade Richey Rd to Ina Rd		2,794,000
ROMP Ina Rd WPCF BNRAS System Modification		2,773,202
ROMP Ina Rd WPCF 12.5 MGD Expansion		2,458,261
Green Valley WRF - Future Development Plan FY13/14		2,000,000
ADOT SR86 Valencia Rd to Kinney Rd		2,000,000
North Rillito Interceptor Relief Sewer		1,998,812
ROMP Ina Rd WPCF Power Generation & Distribution		1,827,279
Ina Rd WRF Primary Clarifier Concrete Repair		1,653,200
SE Interceptor Augmentation		1,500,000
System Wide Treatment Rehabilitation & Enhancement		1,500,000
Green Valley WRF Security Improvements		1,499,974
Sewer Manhole Rehabilitation # 4		1,497,882
Green Valley WWTF Sludge Digestion Facility Cover		1,489,965
Ina Rd WRF Centrifuge Bldg Sludge Screen		1,271,100

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2013/2014

For a comprehensive list of the active and new projects comprising the fiscal year 2014/18 Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects.

Department/Project	FY 2013/14 Adopted
System-wide Odor Control Capital Program	1,169,000
Corona de Tucson WRF Security Improvements	1,113,000
Sabino Creek Pump Station	1,107,804
Ina Rd WPCF Biosolids Facilities Improvements	1,040,916
SCADA WAN Infrastructure Upgrade	1,000,000
Harrison Rd - Millmar Rd to Escalante Rd	953,588
Green Valley WRF SCADA & Automation Improvements	912,000
Randolph Pk WRF & Pump Station Security Improvements	808,000
Helen St to Elm St 6th Ave to 1st Ave	696,124
Prince Rd & I-10 ADOT Sewer Modifications	673,583
Mt Lemmon WRF SCADA & Automation Improvements	652,975
22nd to Congress Osborne to Toole	593,849
Helen St to Adams St Main Ave to Seventh Ave	538,194
Gleneagles Pump Station	498,000
Grant Rd to Lester St Oracle Rd to First Ave	488,077
State Prison Pump Station Rehabilitation FY13/14	456,500
Hanson Software Upgrade to Version 8	450,000
SE Houghton Area Recharge Project	450,000
Sub-Regional Facilities Security Improvements	450,000
Arivaca Pump Station	448,000
Ina Rd WRF Grit Classifiers	421,443
SCADA Emergency Operations Center	414,000
Principal Pump Station	408,000
Mt Lemmon WRF Security Improvements	327,000
Cardenal Pump Station	319,000
Minor Modification Projects 2	300,000
Continental Ranch Regions Pump Station Security Imprvmt	276,059
Dodge Blvd Security Improvements	268,000
Ina Rd WPCF SCADA Process Optimization	267,940
Kostka Ave Michigan to Pennsylvania	252,214
PCDOT La Cholla Blvd Magee Rd to Tangerine Rd	250,000
CRRPS Facility Modifications	247,667
Grant Rd and Oracle Rd to Speedway Bl and Riverview Bl	234,000
COTDOT Grant Rd Corridor Improvement Sewer Utility	220,000
Ina Security Road Bypass Route	205,000
Minor Rehabilitation Projects 13 1	200,000
System-Wide Sewer Conveyance Augmentation Program	200,000
Avra Valley WRF - UV Channel Protective Shade Structure	195,000
SCADA Cyber Security Upgrade	192,825
Corona de Tucson WRF SCADA & Operations Upgrade	183,334
Safe Flush Tanks for Low-Flow Sewers	171,500
Congress and Silverbell to Starr Pass and I-10	138,000
Influent Pump Variable Frequency Drives-Avra Valley WRF	137,000
COTDOT Speedway Blvd Cmno Seco to Houghton Rd	132,000
Ina Rd WRF Rough Screens	116,661
COTDOT Houghton Rd I-10 to Valencia Rd Sewer Utility	105,000
Houghton Rd Broadway Blvd Intersection Improve COTDOT	100,000
La Tierra Pump Station Conversion to Gravity Sewer	100,000
Ina Rd Existing Plant SCADA Upgrades	90,000
SE Interceptor Subsurface Biofilter Vapor Treatment Uni	86,000
ADOT SR77 Oracle Rd to Tangerine Rd to Pinal County Ln	85,000
Ina Rd WRF Emergency Overflow Basin Pump Replacement	70,000
Tangerine Rd Force Main Relocation	54,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2013/2014

For a comprehensive list of the active and new projects comprising the fiscal year 2014/18 Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects.

Department/Project		FY 2013/14 Adopted
Avra Valley WRF Security		50,000
Mission Pump Station Rehabilitation		50,000
Rincon Valley Chemical Dosing Station		40,000
PCDOT La Canada River Rd to Ina Rd Sewer Utility		25,000
Ina Rd WRF Replacement of Thickened Sludge Pumps		10,000
Downtown Links Phase 1A St Marys Segment		5,000
Mountain Gardens Pump Station		5,000
Mt Lemmon Lower Conveyance System Rehabilitation		5,000
Santa Cruz Interceptor Phase III		5,000
Modern Streetcar - Phase 2		1,500
Regional Wastewater Reclamation Total	$	113,094,448

Total Capital Improvement Projects	**$**	**311,248,928**
Less: Telecommunications		**(606,900)**
Less: Fleet Services		**(15,108,849)**
Less: Regional Wastewater Reclamation		**(113,094,448)**
Total FY 2013/14 Adopted Capital Projects Fund	**$**	**182,438,731**

Development Services

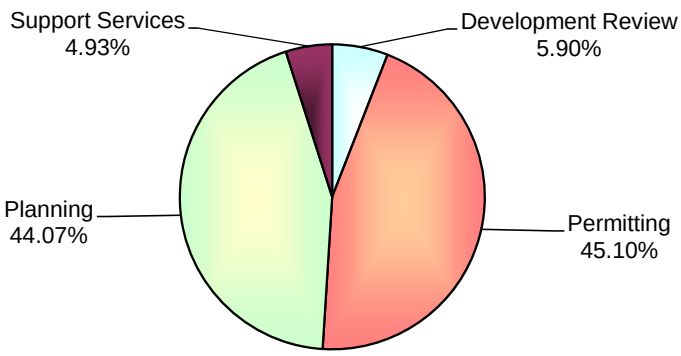
Expenditures: 6,743,858 **Revenues:** 5,836,700

FTEs 61.0

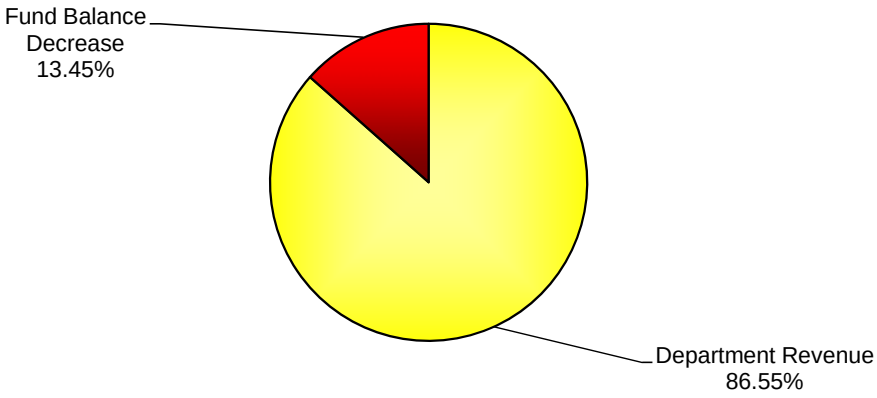
Function Statement: Provide land use planning, development, and permitting services. Administer the rezoning, comprehensive plan amendment, and appeals processes. Review subdivision plats and development plans for compliance with zoning and development regulations. Review all permit applications and issue permits. Review all building plans and perform compliance inspections. Enforce zoning and building codes complaints. Assign addresses, approve new street names, and process street name changes. Perform Green Building/Sustainability review and permitting. Perform Health Department reviews for commercial kitchens.

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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Development Review	750,337	514,828	398,023
Permitting	2,642,827	3,088,988	3,041,412
Planning	2,527,829	2,550,052	2,972,149
Support Services	1,043,231	588,507	332,274
Total Expenditures	**6,964,224**	**6,742,375**	**6,743,858**
Funding by Source			
Revenues			
Development Review	385,849	420,500	320,000
Permitting	5,394,251	5,129,885	5,340,500
Planning	283,688	181,054	158,500
Support Services	169,046	25,700	17,700
Total Revenues	**6,232,834**	**5,757,139**	**5,836,700**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	985,324	(1,015,659)	(441,203)
Fund Balance Decrease/(Increase)	(253,934)	2,000,895	1,348,361
Other Funding Sources	-	-	-
Total Program Funding	**6,964,224**	**6,742,375**	**6,743,858**
Staffing (FTEs) by Program			
Development Review	7.3	5.3	4.0
Permitting	30.1	30.8	28.0
Planning	23.4	22.8	25.0
Support Services	4.3	3.3	4.0
Total Staffing (FTEs)	**65.1**	**62.2**	**61.0**

Program Summary

Department: **Development Services**

Program: **Development Review**

Function

Review subdivision plats, development plans, 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, and Department of Transportation, and Department of Environmental Quality (PDEQ) requirements. Review improvement plans for grading, paving, and hydrology engineering design. Coordinate with Regional Wastewater Reclamation on review and approval of preliminary sewer layout and sewer improvement plans. 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 70% of development plans, tentative plats, and final plats within 6 months from the date of initialization, with a long-term goal of 80% approved within 6 months from the date of initialization
  - Approve at least 80% of development plans, tentative plats, and final plats prior to the 3rd submittal
  - Approve at least 80% of sewer improvement plans within 6 months from the date of initialization
  - Approve at least 80% of sewer improvement plans prior to the 3rd submittal
  - Approve at least 80% of paving and grading improvement plans within 6 months from the date of initialization
  - Approve at least 80% of paving and grading improvement plans prior to the 3rd submittal

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Development plans, tentative plats and final plats within 6 months	52%	65%	70%
Development plans tentative plats & final plats approved by 3rd submittal	82%	82%	80%
Sewer improvement plans approved within 6 months	88%	87%	80%
Sewer improvement plans approved prior to the 3rd submittal	80%	80%	80%
Paving and grading improvement plans approved within 6 months	92%	90%	80%
Paving and grading improvements approved prior to the 3rd submittal	90%	90%	80%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	636,904	422,882	319,627
Operating Expenses	113,433	91,946	78,396
Total Program Expenditures	**750,337**	**514,828**	**398,023**
Program Funding by Source			
Revenues			
Licenses & Permits	9,265	-	-
Miscellaneous Revenue	2	-	-
Charges for Services	376,582	420,500	320,000
Operating Revenue Sub-Total	**385,849**	**420,500**	**320,000**

Program Summary

Department: **Development Services**

Program: **Development Review**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	364,488	94,328	78,023
Other Funding Sources	-	-	-
Total Program Funding	**750,337**	**514,828**	**398,023**
Program Staffing FTEs	**7.3**	**5.3**	**4.0**

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. Review lot split requests. 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
  - Increase to 88% or higher the percentage of permits approved within 5 working days from the date of initialization, with a long-term goal of 95% approved within 5 working days
  - Perform 100% of building inspections on the scheduled inspection date
- Provide clear and accessible information to help customers understand and comply with requirements
  - Increase to 80% or higher the percent of building applicants who rate the overall quality of customer satisfaction highly
  - Increase to 80% or higher the percent of building inspection customers who rate the overall quality of customer satisfaction highly

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Permits approved within 5 working days from date of initialization	84%	86%	88%
Building applicants that rate the overall quality of customer satisfaction highly	81%	80%	80%
Building inspections performed on the scheduled inspection date	99%	100%	100%
Building inspection customers that rate the overall quality of customer satisfaction highly	72%	80%	80%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	2,114,821	2,535,953	2,323,636
Operating Expenses	521,640	553,035	717,776
Depreciation	6,366	-	-
Total Program Expenditures	**2,642,827**	**3,088,988**	**3,041,412**
Program Funding by Source			
Revenues			
Intergovernmental	(44,755)	-	-
Licenses & Permits	5,312,756	4,900,000	5,185,000
Miscellaneous Revenue	(63,761)	24,700	500
Charges for Services	190,011	205,185	155,000
Operating Revenue Sub-Total	**5,394,251**	**5,129,885**	**5,340,500**

Program Summary

Department: **Development Services**

Program: **Permitting**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(2,751,424)	(2,040,897)	(2,299,088)
Other Funding Sources	-	-	-
Total Program Funding	**2,642,827**	**3,088,988**	**3,041,412**
Program Staffing FTEs	**30.1**	**30.8**	**28.0**

Program Summary

Department: **Development Services**

Program: **Planning**

Function

Provide land use planning services including administering the comprehensive plan amendment and update process, rezoning process, appeals processes, Board of Adjustment, Design Review Committee, hearing officer cases and zoning code text amendments as required.

Description of Service

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Code complaints resolved within 100 working days	100	80	80
Code complainants or violators who rate employees highly in terms of assisting them in understanding the violation and remedy	80	80	80
Annual Comprehensive Plan Amendment applications acted on by the BOS by December 31st of the application year	67%	75%	90%
Comprehensive Plan Amendment customers that rate the overall level of customer satisfaction highly	33%	100%	100%
Rezoning applications decided on by the BOS within 8 months from the time accepted by the planner on duty	56%	70%	80%
Rezoning customers that rate the overall level of customer satisfaction highly	85%	85%	85%
Code Text Amendments approved/denied by the BOS within 8 months from the time of public initiation or issuance of the case number, whichever occurs first	70%	80%	80%

Program Summary

Department: **Development Services**

Program: **Planning**

Code implementers/interpreters that rate the aggregate code amendments highly in terms of their effectiveness	69%	75%	80%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	2,088,150	1,898,667	1,983,611
Operating Expenses	436,569	651,385	988,538
Depreciation	3,110	-	-
Total Program Expenditures	**2,527,829**	**2,550,052**	**2,972,149**
Program Funding by Source			
Revenues			
Licenses & Permits	475	-	-
Miscellaneous Revenue	99,277	2,000	15,500
Charges for Services	183,936	179,054	143,000
Operating Revenue Sub-Total	**283,688**	**181,054**	**158,500**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	2,244,141	2,368,998	2,813,649
Other Funding Sources	-	-	-
Total Program Funding	**2,527,829**	**2,550,052**	**2,972,149**
Program Staffing FTEs	**23.4**	**22.8**	**25.0**

Program Summary

Department: **Development Services**

Program: **Support Services**

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. 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Department operating costs covered annually by generated revenue	88%	88%	88%
Core processes that achieved measurable process improvements in time, quality, and/or cost annually	66%	80%	80%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	641,739	229,097	82,452
Operating Expenses	401,492	359,410	249,822
Total Program Expenditures	**1,043,231**	**588,507**	**332,274**
Program Funding by Source			
Revenues			
Intergovernmental	149,861	-	-
Miscellaneous Revenue	3,718	8,500	2,700
Investment Earnings	15,454	17,200	15,000
Charges for Services	13	-	-
Operating Revenue Sub-Total	**169,046**	**25,700**	**17,700**

Program Summary

Department: **Development Services**

Program: **Support Services**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	985,324	(1,015,659)	(441,203)
Fund Balance Decrease/(Increase)	(111,139)	1,578,466	755,777
Other Funding Sources	-	-	-
Total Program Funding	**1,043,231**	**588,507**	**332,274**
Program Staffing FTEs	**4.3**	**3.3**	**4.0**

Public Works Administration

Expenditures: 0 **Revenues:** 0

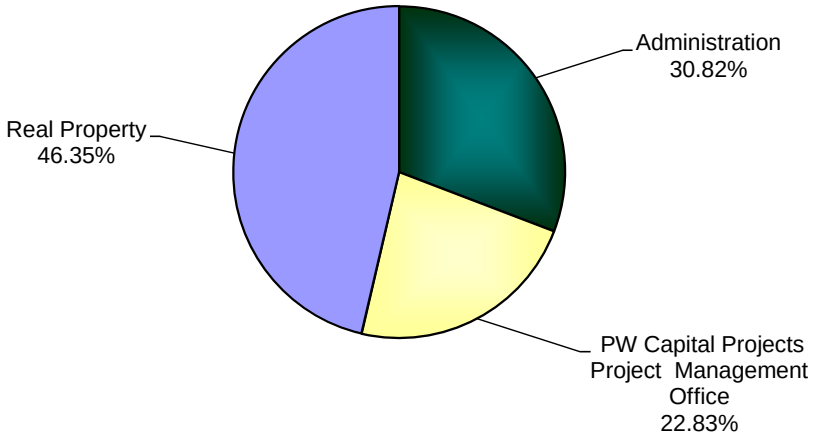
FTEs 22.0

Function Statement: Provide administrative services, capital project management, and direct the real property activities for the departments within the Public Works functional area.

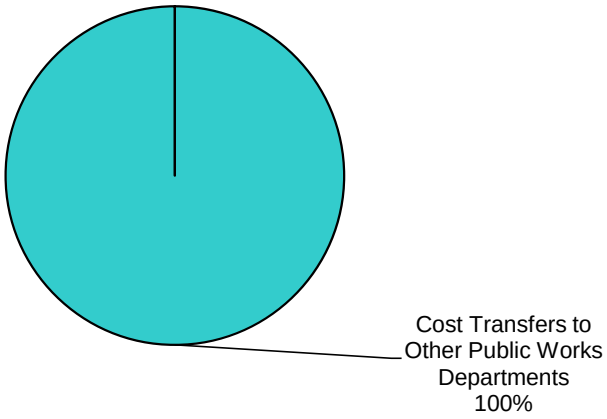
Mandates: None

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. Cultural Resources program has moved to the Ofice of Sustainability and Conservation.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Public Works Administration

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Administration	9,205	-	-
Cultural Resources	1	-	-
Real Property	5,388	-	-
Total Expenditures	**14,594**	**-**	**-**
Funding by Source			
Revenues			
Real Property	1,753	-	-
Total Revenues	**1,753**	**-**	**-**
General Fund Support	12,841	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**14,594**	**-**	**-**
Staffing (FTEs) by Program			
Administration	5.0	4.0	4.0
Real Property	18.0	18.0	18.0
Total Staffing (FTEs)	**23.0**	**22.0**	**22.0**

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, 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, financial management of capital projects, 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 multi-department projects undertaken
  - Complete multi-department projects on schedule and within budget
- Manage Public Works departments to measurable progress in providing professional, progressive, fiscally responsible, and timely services to Pima County

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Reports obtained from each department detailing activities related to providing progressive, fiscally responsible, and timely services	12	12	12
Multi-department projects undertaken	5	5	3
Multi-department projects completed on schedule	5	5	3
Budget execution monitoring for all major organizational units	12	12	12

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	(7,004)	47,356	44,000
Operating Expenses	16,209	(47,356)	(44,000)
Total Program Expenditures	**9,205**	**-**	**-**
Program Funding by Source			
General Fund Support	9,205	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**9,205**	**-**	**-**
Program Staffing FTEs	**5.0**	**4.0**	**4.0**

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. Meet Pima County's capital schedule and budget requirements for real property acquisitions and other property management services.

(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. Support IT's platform selection team in the search for data base for permitting and land management.

The FY 2012/2013 Capital Improvement Program anticipates acquisition and/or relocation services on the following:

7 DOT Projects
2 Park Projects
7 Flood Control Projects
2 Cultural Resources Projects
5 Wastewater Projects
6 Open Space Parcels
1 Facilities Project
1 Sheriff's Dept. Project (PCWIN)
1 PDEQ

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Appraisals/Nominal's reviewed	286	120	195
Acquisition agreements reviewed	209	130	170
Escrow closings monitored	209	130	170

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	278,498	(47,356)	(44,000)
Operating Expenses	(273,110)	47,356	44,000
Total Program Expenditures	**5,388**	**-**	**-**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	1,753	-	-
Operating Revenue Sub-Total	**1,753**	**-**	**-**

Program Summary

Department: **Public Works Administration**

Program: **Real Property**

General Fund Support	3,635	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	**5,388**	**-**	**-**
Program Staffing FTEs	**18.0**	**18.0**	**18.0**

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Regional Flood Control District

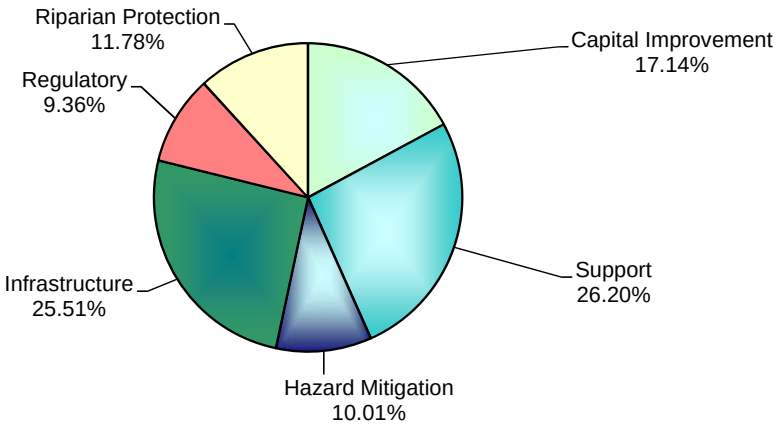
Expenditures: 12,624,028 **Revenues:** 18,415,889

FTEs 65.0

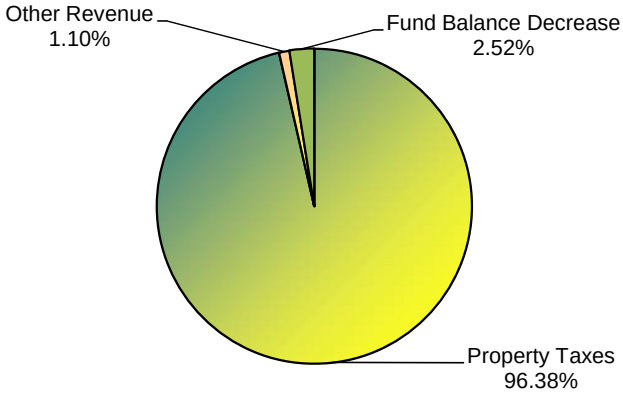
Function Statement: Protect public health, safety, and welfare by implementing structural flood control solutions and provide comprehensive nonstructural flood prevention services. Enhance natural floodplain characteristics and community environmental quality by preserving and protecting riparian habitat resources. Support Pima County's Section 10(a) permit application to the U.S. Fish and Wildlife Service and fulfill the mission pertaining to riparian elements set forth by the Board of Supervisors in the Sonoran Desert Conservation Plan.

Mandates: ARS Title 11, Chapter 2: Board of Supervisors, Article 4: Powers and Duties; 11-257: Flood Water Control Works, Tax Levy; Title 48, Chapter 21: Flood Control Districts; and Pima County Code Title 16: Floodplain and Erosion Hazard Management

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Regional Flood Control District

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Capital Improvement	365,398	1,350,741	2,164,017
Flood Control Support	3,499,221	3,049,747	3,306,879
Hazard Mitigation	1,355,997	1,822,589	1,263,780
Infrastructure	2,430,436	2,644,153	3,220,482
Regulatory	1,281,304	1,217,857	1,181,546
Riparian Protection	1,730,825	1,371,915	1,487,324
Total Expenditures	**10,663,181**	**11,457,002**	**12,624,028**
Funding by Source			
Revenues			
Flood Control Support	20,531,730	19,000,328	18,328,414
Hazard Mitigation	5,023	-	-
Infrastructure	767	-	-
Riparian Protection	38,372	75,000	87,475
Total Revenues	**20,575,892**	**19,075,328**	**18,415,889**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(14,050,226)	(9,894,272)	(6,267,102)
Fund Balance Decrease/(Increase)	4,137,515	2,275,946	475,241
Other Funding Sources	-	-	-
Total Program Funding	**10,663,181**	**11,457,002**	**12,624,028**
Staffing (FTEs) by Program			
Capital Improvement	5.0	8.0	9.0
Flood Control Support	8.0	5.0	7.0
Hazard Mitigation	13.0	12.0	11.0
Infrastructure	14.3	12.0	11.0
Regulatory	18.0	18.0	17.0
Riparian Protection	9.0	10.0	10.0
Total Staffing (FTEs)	**67.3**	**65.0**	**65.0**

Note: Pursuant to the Intergovernmental Agreement between Pima County and the Regional Flood Control District Cost Sharing Agreement for Cooperative Support Services Contract No. 01-9-P-1359889-0505 (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. Provide design and engineering services and reviews for proposed CIP and operating projects. Manage the planning, development, and construction of Major Watercourse Program projects for the Flood Control District including the initiation, planning, field investigations and documentation, design, and construction management of watercourse and river park CIP 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 in cooperation with other agencies and departments for flood control projects including reports and studies to obtain federal and state funds and grants for flood control, river park and environmental restoration projects. Provide comprehensive review and monitoring of construction to ensure project quality and compliance with project specifications. Plan, perform field watercourse and infrastructure investigations, and construct flood control repairs and improvements along the major watercourses including major watercourse channel, bank, and overbank investigations; soil cement bank as-built baseline plans; aerial mapping of major watercourses; channel bank repairs and maintenance improvements; and linear park planning, development and improvements. Prepare feasibility studies, concept design reports, and job order contract packages for major watercourse flood control projects including investigations, reports and project application documents to obtain State and Federal funds for flood control disasters. Participate with other agencies and departments, and the public, for construction of projects involving channel maintenance, channel bank repair, and urban loop linear parks. Provide comprehensive review and monitoring of construction projects for quality assurance and conformance with project specifications.

Program Goals and Objectives

- Monitor the progress of each project and manage the successful planning, design, construction, and closing of each project
  - Complete on schedule and budget CIP and Operations projects performed in fiscal year 2013/14
  - Construct within 5% of engineer's cost estimate four non-bond project scheduled for completion in fiscal year 2013/14
  - Complete 9 new operations projects in fiscal year 2013/14

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Bond projects completed on schedule and budget	0	3	0
Number of non-bond CIP projects and studies completed	0	4	6
Number of Operating projects and studies completed	25	15	9
Projects constructed within 5% of engineer's cost estimate	0	4	6

Program Expenditures by Object	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Personnel Services	405,989	870,741	989,017
Operating Expenses	(40,591)	480,000	1,175,000
Total Program Expenditures	**365,398**	**1,350,741**	**2,164,017**

Program Summary

Department: **Regional Flood Control District**

Program: **Capital Improvement**

Program Funding by Source			
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	365,398	1,350,741	2,164,017
Other Funding Sources	-	-	-
Total Program Funding	**365,398**	**1,350,741**	**2,164,017**
Program Staffing FTEs	**5.0**	**8.0**	**9.0**

Program Summary

Department: **Regional Flood Control District**

Program: **Flood Control Support**

Function

Direct, lead, and support the district floodplain management and flood control activities in the incorporated and unincorporated areas of Pima County by maintaining a fiscally responsible, environmentally conscientious, and multi-objective approach to managing regional watercourses, floodplains, water resources, and riparian habitats.

Description of Services

Provide leadership, financial management, and personnel for district operations. Provide direction and set policies for short range and long range regional flood control planning. Provide administrative support services to procure, manage, and audit contracts and services for the district. Ensure 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 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Divisions that developed a one-year and five-year operating plan	5	5	5
FEMA's community class rating for Pima County	5	5	5
Total floodinsurance policies in Pima County	2,593	2,593	2,600
Projects with no discrepancies in schedule or budget	50%	70%	80%
Savings on flood insurance premiums in Pima County	25%	25%	25%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,583,157	877,916	1,274,662
Operating Expenses	1,916,064	2,171,831	2,032,217
Total Program Expenditures	**3,499,221**	**3,049,747**	**3,306,879**
Program Funding by Source			
Revenues			
Property Taxes	20,256,094	18,909,828	18,208,026
Intergovernmental	3,777	-	-
Licenses & Permits	860	-	-
Miscellaneous Revenue	52,675	30,500	60,388
Investment Earnings	131,883	35,000	35,000
Charges for Services	86,441	25,000	25,000
Operating Revenue Sub-Total	**20,531,730**	**19,000,328**	**18,328,414**

Program Summary

Department: **Regional Flood Control District**

Program: **Flood Control Support**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(14,050,226)	(9,894,272)	(6,267,102)
Fund Balance Decrease/(Increase)	(2,982,283)	(6,056,309)	(8,754,433)
Other Funding Sources	-	-	-
Total Program Funding	**3,499,221**	**3,049,747**	**3,306,879**
Program Staffing FTEs	**8.0**	**5.0**	**7.0**

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
FEMA reviews received, logged in, and reviewed within a four-week period	5	5	5
Floodplain residents that receive informational and/or educational materials, e.g. floodplain map change notices, educational brochures	850	900	1,000
Acres of watersheds studied annually to update flood hazard information	130,000	100,000	120,000
Rezonings and plans that provide for natural washes and preserve floodplains	3	5	5
Linear miles of rivers studied and reviewed annually	40	60	100
Development project plans received, logged in, and reviewed within time frame established by Pima County Development Services	95%	95%	100%

Program Expenditures by Object	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Personnel Services	793,944	996,589	1,011,780
Operating Expenses	562,053	826,000	252,000
Total Program Expenditures	**1,355,997**	**1,822,589**	**1,263,780**

Program Summary

Department: **Regional Flood Control District**

Program: **Hazard Mitigation**

Program Funding by Source			
Revenues			
Miscellaneous Revenue	5,023	-	-
Operating Revenue Sub-Total	**5,023**	**-**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1,350,974	1,822,589	1,263,780
Other Funding Sources	-	-	-
Total Program Funding	**1,355,997**	**1,822,589**	**1,263,780**
Program Staffing FTEs	**13.0**	**12.0**	**11.0**

Program Summary

Department: **Regional Flood Control District**

Program: **Infrastructure**

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

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

- Establish data management procedures that provide support to the various programs within the District including data sources as well as geographic information data sources
- Provide inspection and maintenance of flood control improvements that embody sound maintenance principles in a cost effective manner

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Total assets inventoried	5,800	6,000	6,100
District property inventoried in geographical information system (GIS) database	100%	100%	100%
Infrastructure assets inventoried in GIS database	92%	95%	100%
Infrastructure inventory inspected annually	66%	66%	66%
Subdivision Release of Assurance inspections completed within 10 days of request	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,430,478	1,740,873	1,735,420
Operating Expenses	999,958	903,280	1,485,062
Total Program Expenditures	**2,430,436**	**2,644,153**	**3,220,482**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	767	-	-
Operating Revenue Sub-Total	**767**	**-**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	2,429,669	2,644,153	3,220,482
Other Funding Sources	-	-	-
Total Program Funding	**2,430,436**	**2,644,153**	**3,220,482**
Program Staffing FTEs	**14.3**	**12.0**	**11.0**

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 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Outreach events held to inform residents about flood hazards	10	10	12
Certified Floodplain Managers	17	17	17
Flood Hazard Information Sheets completed	1,698	1,800	2,000
Floodplain Use Permit applications initially reviewed within 15 business days	75%	75%	80%
Complaints responded to within 10 business days	83%	80%	100%
Completed Elevation Certificates returned	88%	90%	90%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,248,235	1,217,857	1,181,546
Operating Expenses	33,069	-	-
Total Program Expenditures	**1,281,304**	**1,217,857**	**1,181,546**
Program Funding by Source			
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1,281,304	1,217,857	1,181,546
Other Funding Sources	-	-	-
Total Program Funding	**1,281,304**	**1,217,857**	**1,181,546**
Program Staffing FTEs	**18.0**	**18.0**	**17.0**

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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Riparian habitat mitigation plan permits inspected annually for regulatory compliance based on the total number of permits issued during the past 5 years	8%	10%	10%
Non-functional ALERT field sensor sites repaired or replaced within two weeks, weather, hardware, and access permitting	98%	95%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	1,219,983	1,228,915	1,282,479
Operating Expenses	510,842	143,000	204,845
Total Program Expenditures	**1,730,825**	**1,371,915**	**1,487,324**
Program Funding by Source			
Revenues			
Intergovernmental	-	-	87,475
Grant Revenue Sub-Total	**-**	**-**	**87,475**

Program Summary

Department: **Regional Flood Control District**

Program: **Riparian Protection**

Revenues			
Licenses & Permits	18,086	-	-
Miscellaneous Revenue	20,286	75,000	-
Operating Revenue Sub-Total	**38,372**	**75,000**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1,692,453	1,296,915	1,399,849
Other Funding Sources	-	-	-
Total Program Funding	**1,730,825**	**1,371,915**	**1,487,324**
Program Staffing FTEs	**9.0**	**10.0**	**10.0**

Regional Wastewater Reclamation

Expenditures: 216,251,348 **Revenues:** 182,932,350

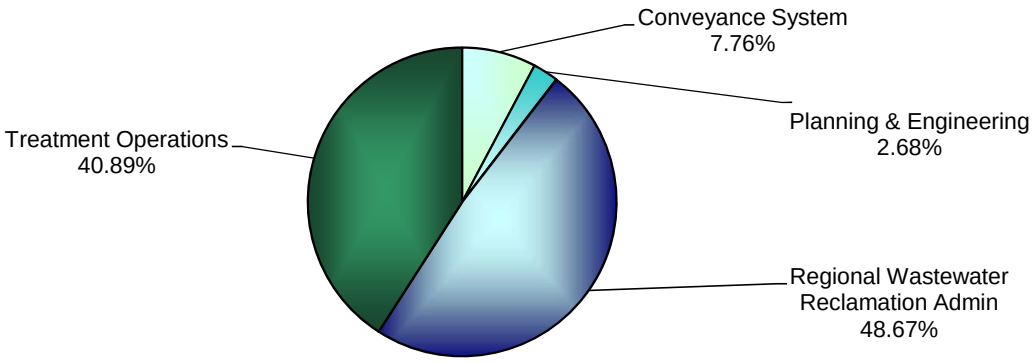
FTEs 494.8

Function Statement: Protect the public health, safety, and the environment by providing quality service, environmental stewardship, and renewable resources.

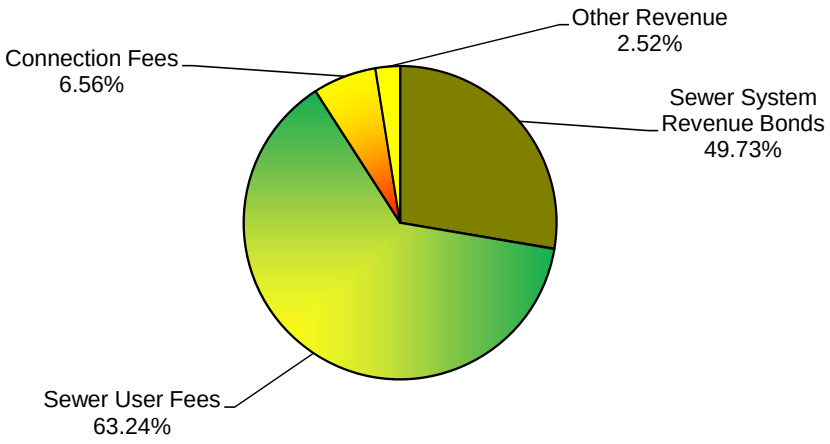
Mandates: ARS Title 11, Chapter 2: Board of Supervisors, 11-264: Authority to operate a sewage system; liens; sewage system fees; Title 14, Chapter 14: Sanitary Districts; and Pima County Code Title 7: Environmental Quality, 7.21: Liquid Waste

Note: This presentation does not include approximately $113 million of capital projects for the fiscal year 2013/2014 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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Administration	49,032,179	110,990,370	105,245,279
Conveyance System	12,059,059	13,163,334	16,783,465
Planning & Engineering	9,660,495	9,603,441	5,790,553
Treatment Operations	47,607,512	31,867,273	88,432,051
Total Expenditures	**118,359,245**	**165,624,418**	**216,251,348**
Funding by Source			
Revenues			
Administration	154,621,960	181,919,681	182,932,350
Conveyance System	3,472,782	-	-
Planning & Engineering	1,221	-	-
Treatment Operations	(4,016)	-	-
Total Revenues	**158,091,947**	**181,919,681**	**182,932,350**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(656,303)	(31,868,906)	(36,827,737)
Fund Balance Decrease/(Increase)	(39,076,399)	(164,426,357)	146,735
Other Funding Sources	-	180,000,000	70,000,000
Total Program Funding	**118,359,245**	**165,624,418**	**216,251,348**
Staffing (FTEs) by Program			
Conveyance System	108.0	108.0	116.0
Planning & Engineering	91.7	96.8	72.0
Regional Wastewater Reclamation Admin	97.1	103.7	109.8
Treatment Operations	215.0	198.0	197.0
Total Staffing (FTEs)	**511.8**	**506.5**	**494.8**

Program Summary

Department: **Regional Wastewater Reclamation**

Program: **Administration**

Function

Direct department operations and planning. Coordinate administrative support services for the department. Provide technical and regulatory compliance services for wastewater treatment facilities. Provide wastewater planning, engineering and Capital Improvement Program (CIP) project delivery services for ROMP CIP.

Description of Services

Supervise, monitor, direct department operations, annual budget planning, strategic planning, and process 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 appeals, claims and other financial transactions. Provide project planning, project management, program oversight/coordination, and construction management services for the department's ROMP (Regional Optimization Master Plan) CIP.

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
- Develop, initiate, manage, and complete ROMP CIP projects efficiently
- Complete projects within 20% of budget

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Regulatory compliance samples obtained	23,883	24,876	25,015
Permit reporting requirements met	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	9,623,541	9,701,403	10,911,401
Operating Expenses	2,983,804	11,225,311	13,451,307
Capital Equipment > $5,000	(442,266)	102,000	28,000
Debt Service	18,864,048	59,655,820	62,657,098
Contra Assets	(364,869)	(102,000)	(28,000)
Depreciation	18,367,921	30,407,836	18,225,473
Total Program Expenditures	**49,032,179**	**110,990,370**	**105,245,279**
Program Funding by Source			
Licenses & Permits	12,631	18,600	16,000
Fines & Forfeits	495,456	24,262	22,000
Miscellaneous Revenue	112,668	1,122,656	80,000
Investment Earnings	816,339	1,449,066	850,000
Gain or Loss on Disposal of Assets	(5,927)	-	-
Capital Contributions	(901,755)	7,045,000	5,000,000
Charges for Services	154,092,548	172,260,097	176,964,350
Other Revenue Total	**154,621,960**	**181,919,681**	**182,932,350**

Program Summary

Department: **Regional Wastewater Reclamation**

Program: **Administration**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(43,469)	(31,612,706)	(36,298,157)
Fund Balance Decrease/(Increase)	(105,546,312)	(219,316,605)	(111,388,914)
Other Funding Sources	-	180,000,000	70,000,000
Total Program Funding	**49,032,179**	**110,990,370**	**105,245,279**
Program Staffing FTEs	**97.1**	**103.7**	**109.8**

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 required 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 Best Management Practices 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 (CMOM) Plan, maintain a comprehensive, proactive, preventive maintenance program for approximately 3,500 miles of public gravity sanitary sewers and 29 public wastewater pumping systems throughout the 420 square mile public sewerage service area of eastern Pima County. Provide project planning, management, oversight/coordination, and required construction services for the department's CIP and Rehabilitation Programs.

Program Goals and Objectives

- 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 production footage for preventative maintenance program for sewer lines
  - Operate and maintain three in-house Closed Circuit Televising (CCTV) units and administration of $2.0 million CCTV service contract until CMOM goals are obtained
- Respond efficiently and effectively to customer service requests
- Maintain an effective vector control program utilizing in-house and contract services by providing treatment applications to at least 50% of the conveyance system manholes annually
- Maintain an effective and efficient Odor Abatement Program to significantly minimize system wide odors (treatment facilities and conveyance system) through continuous improvement of odor control technologies, thereby reducing the number of odor complaints
- Develop, initiate, manage, and complete CIP conveyance projects efficiently and within 20% of budget
- 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

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Sanitary sewer overflows	66	60	55
Feet of sewer system receiving preventative maintenance	11,959,000	11,806,080	12,000,000
Odor complaint phone calls	385	362	350
Information requests provided in the same day	100%	100%	100%
Projects completed within 20% of budget	78%	80%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	6,496,677	6,567,657	6,951,688
Operating Expenses	4,820,375	6,595,677	8,882,984
Capital Equipment > $5,000	174,892	364,745	208,586
Contra Assets	-	(364,745)	(208,586)
Depreciation	567,115	-	948,793
Total Program Expenditures	**12,059,059**	**13,163,334**	**16,783,465**

Program Summary

Department: **Regional Wastewater Reclamation**

Program: **Conveyance System**

Program Funding by Source			
Revenues			
Miscellaneous Revenue	409	-	-
Capital Contributions	3,472,373	-	-
Other Revenue Total	**3,472,782**	**-**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	(211,200)	-
Fund Balance Decrease/(Increase)	8,586,277	13,374,534	16,783,465
Other Funding Sources	-	-	-
Total Program Funding	**12,059,059**	**13,163,334**	**16,783,465**
Program Staffing FTEs	**108.0**	**108.0**	**116.0**

Program Summary

Department: **Regional Wastewater Reclamation**

Program: **Planning & Engineering**

Function

Provide wastewater development review, engineering services, short and long range planning, and GIS mapping services.

Description of Services

Provide engineering review, inspection, and connection of sewerage and sewer service elements for new wastewater customers and manage the sewerage design standards they must comply with. Develop and maintain a regional long-range facility plan and provide project planning services and inspection for the departmentâ??s Capital Improvement Program. Provide conveyance capacity information from metering and hydraulic modelling and evaluate the availability of sewer capacity to serve new development. Develop GIS tools and maintain connection records and maps of the public sewer system.

Program Goals and Objectives

- Meet or exceed 11-1605 licensing time frames for all applicable permits
- Provide on a maximum of 23 days the reviews for sewer utility plans
- Advance the use of electronic tools to improve the review process

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Average number of days to complete a substantive review for capacity allocation requests	30	28	15
Average number of business days to complete administrative and substantive reviews of preliminary sewer layout plans as measured by regulatory compliance	30	25	20
Average number of business days to complete administrative and substantive reviews of sewer improvement plans as measure by regulatory compliance	30	25	20
Average number of days for sewer utility plan reviews completed within established timeframe	19	18	17
Average number of days for electronic reviews completed for connecting to existing infrastructure per regulatory compliance	n/a	n/a	10

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	6,760,458	6,597,147	4,307,670
Operating Expenses	2,732,714	3,006,294	1,387,016
Capital Equipment > $5,000	22,825	25,000	-
Contra Assets	-	(25,000)	-
Depreciation	144,498	-	95,867
Total Program Expenditures	**9,660,495**	**9,603,441**	**5,790,553**
Program Funding by Source			
Revenues			
Miscellaneous Revenue	1,221	-	-
Other Revenue Total	**1,221**	**-**	**-**

Program Summary

Department: **Regional Wastewater Reclamation**

Program: **Planning & Engineering**

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(612,834)	-	(529,580)
Fund Balance Decrease/(Increase)	10,272,108	9,603,441	6,320,133
Other Funding Sources	-	-	-
Total Program Funding	**9,660,495**	**9,603,441**	**5,790,553**
Program Staffing FTEs	**91.7**	**96.8**	**72.0**

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)
  - Meet all regulatory compliance and reporting requirements for treatment and disposal of biosolids

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Cubic feet of methane converted to energy	193,465,009	275,148,000	200,000,000
Billion gallons of wastewater treated annually	23	24	24
Reportable environmental exceedences	13	21	14
Biochemical oxygen demand removal rate	97%	97%	98%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	12,593,052	12,325,709	12,425,859
Operating Expenses	17,134,094	17,204,147	18,779,913
Capital Equipment > $5,000	654,769	1,815,998	31,510,574
Contra Assets	-	(1,815,998)	(2,045,468)
Depreciation	17,225,597	2,337,417	27,761,173
Total Program Expenditures	**47,607,512**	**31,867,273**	**88,432,051**
Program Funding by Source			
Miscellaneous Revenue	2,198	-	-
Gain or Loss on Disposal of Assets	(6,214)	-	-
Other Revenue Total	**(4,016)**	**-**	**-**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	(45,000)	-
Fund Balance Decrease/(Increase)	47,611,528	31,912,273	88,432,051
Other Funding Sources	-	-	-
Total Program Funding	**47,607,512**	**31,867,273**	**88,432,051**
Program Staffing FTEs	**215.0**	**198.0**	**197.0**

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Transportation

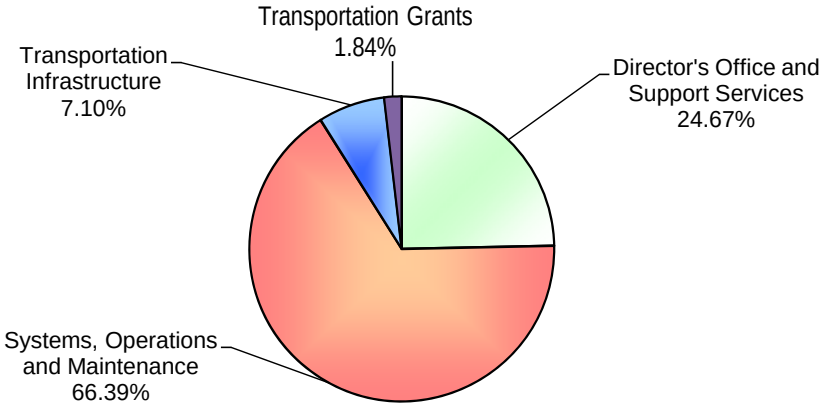
Expenditures: 41,031,419 **Revenues:** 66,909,971

FTEs 306.5

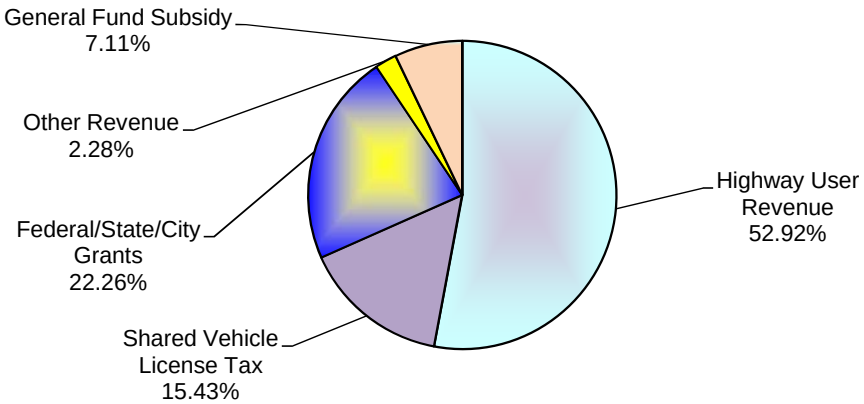
Function Statement: Provide for the safe and efficient movement of people and goods. Maintain and rehabilitate Pima County's street and highway system. Review and regulate new land development relative to regional transportation plan considerations. Plan, design, and implement all transportation capital 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

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Expenditures by Program			
Support Services Group	8,387,036	10,552,936	10,120,481
System Ops and Maintenance	23,159,404	24,970,277	27,245,156
Transportation - Infrastructure	1,788,324	2,511,723	2,911,630
Transportation Grants	315,806	884,000	754,152
Total Expenditures	**33,650,570**	**38,918,936**	**41,031,419**
Funding by Source			
Revenues			
Support Services Group	45,601,339	47,288,138	49,595,627
System Ops and Maintenance	446,543	144,500	156,450
Transportation - Infrastructure	1,116,165	1,099,119	1,124,800
Transportation Grants	841,507	16,667,128	16,033,094
Total Revenues	**48,005,554**	**65,198,885**	**66,909,971**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(19,714,972)	(31,025,566)	(45,300,931)
Fund Balance Decrease/(Increase)	5,379,154	4,745,617	19,422,379
Other Funding Sources	-	-	-
Total Program Funding	**33,650,570**	**38,918,936**	**41,031,419**
Staffing (FTEs) by Program			
Support Services Group	26.2	28.2	28.3
System Ops and Maintenance	172.0	173.0	182.7
Transportation - Infrastructure	96.5	96.5	95.5
Total Staffing (FTEs)	**294.7**	**297.7**	**306.5**

Program Summary

Department: **Transportation**

Program: **Support Services Group**

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 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 monthly 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, 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	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Constituent inquiries and concerns received	7,114	7,000	7,100
Technical assistance and/or environmental documents reviewed annually	373	350	300
Constituent inquiries and concerns responded to or resolved within 24 hours of receipt	95%	95%	100%
Introduced bills having an impact on the department that receive divisional review and are reported in writing to the Chief Deputy County Administrator	100%	100%	100%
Monthly financial data updates provided to the County's CIP unit within 4 weeks of obtaining the monthly actual expenditures	100%	100%	100%

Program Summary

Department: **Transportation**

Program: **Support Services Group**

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	4,491,482	4,808,131	4,272,951
Operating Expenses	3,846,199	5,744,805	5,847,530
Capital Equipment > $5,000	49,355	-	-
Total Program Expenditures	**8,387,036**	**10,552,936**	**10,120,481**
Program Funding by Source			
Intergovernmental	44,889,756	46,964,305	49,233,840
Licenses & Permits	25,318	35,000	35,000
Miscellaneous Revenue	177,466	143,833	181,287
Investment Earnings	123,421	120,000	120,000
Gain or Loss on Disposal of Assets	330,120	-	-
Charges for Services	55,258	25,000	25,500
Operating Revenue Sub-Total	**45,601,339**	**47,288,138**	**49,595,627**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(22,159,145)	(17,449,963)	(26,021,409)
Fund Balance Decrease/(Increase)	(15,055,158)	(19,285,239)	(13,453,737)
Other Funding Sources	-	-	-
Total Program Funding	**8,387,036**	**10,552,936**	**10,120,481**
Program Staffing FTEs	**26.2**	**28.2**	**28.3**

Program Summary

Department: **Transportation**

Program: **System 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 service 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

Program Summary

Department: **Transportation**

Program: **System Operations and Maintenance**

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
RTA and grant funding secured for bicycle/pedestrian facilities and safety programs	$3,000,000	$2,750,000	$2,750,000
Signal maintenance service calls performed	882	900	1,000
Sign item actions performed	15,803	16,000	16,000
Routine roadway maintenance activities performed by established cycle times	59%	60%	64%
Safety Management System report updated by August 31	75%	100%	100%
Citizen requests investigated within eight weeks	75%	75%	75%
BOS requests investigated within four weeks	70%	60%	75%
Engineering and enforcement coordination meetings with Sheriff's Office Bureau conducted	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	9,251,522	9,790,422	10,592,878
Operating Expenses	13,785,833	14,624,855	15,154,278
Capital Equipment > $5,000	122,049	555,000	1,498,000
Total Program Expenditures	**23,159,404**	**24,970,277**	**27,245,156**
Program Funding by Source			
Intergovernmental	291,264	-	-
Licenses & Permits	2,570	2,000	2,800
Miscellaneous Revenue	111,849	120,850	113,000
Investment Earnings	43	-	-
Charges for Services	40,817	21,650	40,650
Operating Revenue Sub-Total	**446,543**	**144,500**	**156,450**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	2,780,064	-	5,000,000
Fund Balance Decrease/(Increase)	19,932,797	24,825,777	22,088,706
Other Funding Sources	-	-	-
Total Program Funding	**23,159,404**	**24,970,277**	**27,245,156**
Program Staffing FTEs	**172.0**	**173.0**	**182.7**

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 Department of Transportation 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

Program Performance Measures	**FY 2011/2012 Actual**	**FY 2012/2013 Estimated**	**FY 2013/2014 Planned**
Negative findings from certification acceptance inspections and other audits	0	0	0
Planned program expenditures meeting fiscal year program adopted budget	77%	100%	85%
Large projects (>$3 million) whose actual expenditures meet at least 85% of adopted budget	47%	67%	55%
Projects whose actual design completion dates are within 90 days of completion date as of FY start	55%	67%	65%

Program Summary

Department: **Transportation**

Program: **Transportation - Infrastructure**

Projects whose actual construction completion dates are within 90 days of completion date as of FY start	50%	64%	75%
Survey requests completed by proposed due date as agreed upon by both parties	98%	95%	90%
Independent assurance samples that achieve scores of 3 or greater	89%	90%	90%
Right-of-way encroachments sucessufully resolved prior to legal action	100%	100%	100%

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	2,749,008	2,709,844	2,994,419
Operating Expenses	(1,036,807)	(282,121)	(82,789)
Capital Equipment > $5,000	76,123	84,000	-
Total Program Expenditures	**1,788,324**	**2,511,723**	**2,911,630**
Program Funding by Source			
Licenses & Permits	1,068,882	1,055,569	1,073,000
Miscellaneous Revenue	3,545	-	7,000
Charges for Services	43,738	43,550	44,800
Operating Revenue Sub-Total	**1,116,165**	**1,099,119**	**1,124,800**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	672,159	1,412,604	1,786,830
Other Funding Sources	-	-	-
Total Program Funding	**1,788,324**	**2,511,723**	**2,911,630**
Program Staffing FTEs	**96.5**	**96.5**	**95.5**

Program Summary

Department: **Transportation**

Program: **Transportation Grants**

Function

Protects the interests of the Transportation Department by affording centralized coordination of all grant financial activity.

Description of Services

Ensure intergovernmental financial document quality, coordination, department review, and ensure compliance with State and Federal regulations. Provide Capital Improvement Plan (CIP) and Safe Routes to School programs financial services including documentation of 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 reimbursements for the County's Transportation grants within four weeks of submission of invoices
- Ensure Transportation grants are in compliance with Federal and State Regulations
  - Ensure grants are in compliance and ready for single audit throughout the year
- Provide premier customer service by promptly responding to all program constituents' inquiries and concerns
  - Respond to each inquiry, concern, or request received with 24 hours of receipt

Program Performance Measures	FY 2011/2012 Actual	FY 2012/2013 Estimated	FY 2013/2014 Planned
Prepare reimbursements for the County's Safe Routes Program and CIP unit within 4 weeks of month-end	n/a	100%	100%
Constituent inquiries and concerns responded to or resolved within 24 hours of receipt	n/a	100%	100%
Insure CIP and Federal Highway Administration(FHWA) grant projects are compliant with Federal and grantor regulations	n/a	yes	yes

	FY 2011/2012 Actual	FY 2012/2013 Adopted	FY 2013/2014 Adopted
Program Expenditures by Object			
Personnel Services	60,176	-	66,302
Operating Expenses	255,630	884,000	687,850
Total Program Expenditures	**315,806**	**884,000**	**754,152**
Program Funding by Source			
Revenues			
Intergovernmental	841,507	16,643,302	16,033,094
Miscellaneous Revenue	-	23,826	-
Grant Revenue Sub-Total	**841,507**	**16,667,128**	**16,033,094**
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(335,891)	(13,575,603)	(24,279,522)
Fund Balance Decrease/(Increase)	(189,810)	(2,207,525)	9,000,580
Other Funding Sources	-	-	-
Total Program Funding	**315,806**	**884,000**	**754,152**

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PIMA COUNTY CAPITAL IMPROVEMENT PROGRAM SUMMARY

Introduction

Pima County's Fiscal Year 2013/14 Adopted Budget for its Capital Improvement Program (CIP) consists of thirteen categories: Transportation; Facilities Management; Sheriff for the Regional Public Safety Communications System; Regional Flood Control District; Parks and Recreation; Open Space; Community Development; Information Technology; Solid Waste Management; Office of Sustainability and Conservation; Telecommunications; Fleet Services; and Regional Wastewater Reclamation.

Distinct from the CIP, Pima County's Capital Projects Fund includes the approved projects for all categories except Fleet Services, Telecommunications, and Regional Wastewater Reclamation. Because Fleet Services and Telecommunications 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. Fleet Services, Telecommunications, 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 2013/14, summary data for projects that are part of the adopted Capital Projects Fund for fiscal year 2013/14, and projected operations and maintenance (O&M) data for fiscal year 2013/14 and the following five 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.

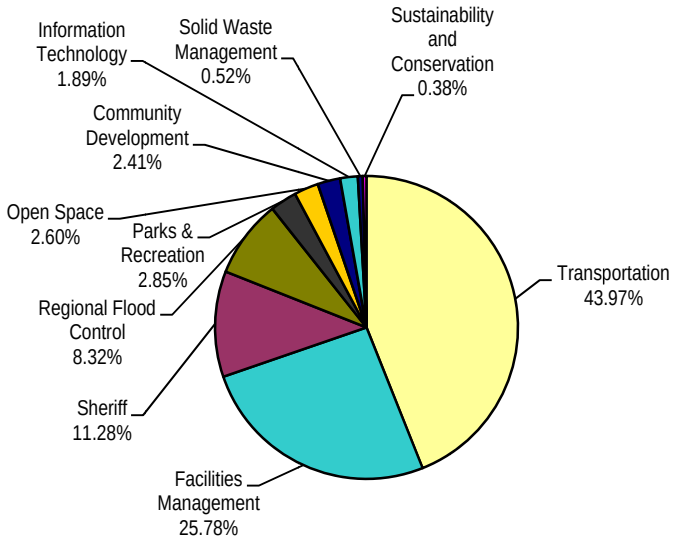
Regional Wastewater Reclamation is the largest component of the CIP in terms of budget, although it is budgeted separately from the Capital Projects Fund. Listed in descending order are the other budget categories: Transportation; Facilities Management – which manages projects related to County facilities as well as capital improvements for the Sheriff's Department, the Superior Court, Medical Services, Stadium District, and Community and Economic Development; the Sheriff Department's Regional Public Safety Communications System; Regional Flood Control District; Parks and Recreation; Open Space – which is designated for open space acquisition; Community Development; Information Technology; Environmental Quality– which consists of environmental remediation projects and solid waste infrastructure management; Office of Sustainability and Conservation – which provides for acquisition and rehabilitation of historic structures and mitigation of archaeological resources; Fleet Services; and Telecommunications.

The Regional Flood Control District has a number of projects being developed in cooperation with the United States Army Corps of Engineers (USACOE), 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.

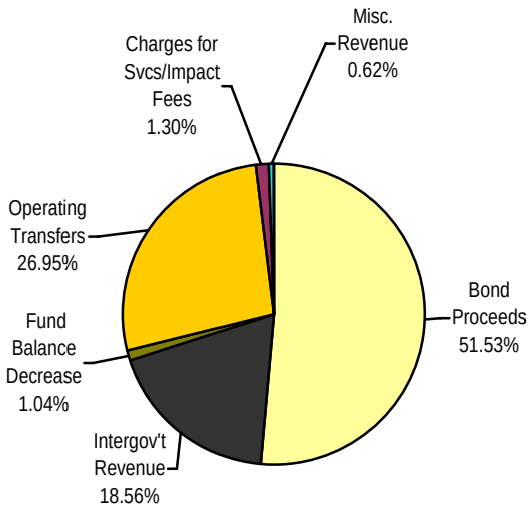
The following charts provide summary information for Pima County's fiscal year 2013/14 adopted expenditures, revenues, and other funding sources for all Capital Projects Fund projects.

Pima County FY 2013/14 Capital Projects Fund[1]

Expenses by Category



Sources of Funding



Expenses by Category	
Transportation	$80,193,296
Facilities Management	47,024,037
Sheriff	20,583,490
Regional Flood Control	15,183,791
Parks and Recreation	5,204,648
Open Space	4,748,202
Community Development	4,401,065
Information Technology	3,444,285
Environmental Quality – Solid Waste	955,371
Office of Sustainability and Conservation	700,546
Project Management Office **	3,080
Total	$182,441,811

Sources of Funding	
Other Funding: Bond Proceeds	$94,000,000
Intergovernmental Revenue	33,862,369
Other Funding: Fund Balance Decrease	1,899,648
Other Funding: Operating Transfers	49,169,468
Charges for Services/Impact Fees	2,376,867
Miscellaneous Revenue	1,133,459
Total	$182,441,811

** Adopted Budget Fiscal Year 2013/14 Capital Projects amount above of $182,441,811 includes $3,080 of benefit adjustments for Public Works Project Management Office Employees currently included in the Capital Projects department total but is not included in the above pie chart representing the departmental projects.

[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 2013/14 operating budget may be found in the final section of this report.

Capital Projects by Category: Summary

Transportation

The fiscal year 2013/14 CIP associated with Transportation consists of 61 projects with total expenditures of $80.1 million. Major projects include $13.0 million for the Valencia Road: Alvernon to Wilmot; $12.9 million for the Magee Road: La Canada Drive to Oracle Road project; $9.3 million for the La Canada: River Road to Ina Road Regional Transportation Authority 11 project; $9.0 million for the La Cholla Blvd: Magee Road to Overton Road RTA 04 Project; $5.0 million for the Pavement Preservation Program.

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 22 active projects in fiscal year 2013/14 and a budget of $47.0 million. The major projects include $34.0 million for the Downtown Court Complex project, $1.6 million for the Administration East Building 4th floor and $1.6 million for the Kino Sports North Fields modification.

Sheriff's Department Regional Public Safety Communications System

The fiscal year 2013/14 CIP budget totals $20.5 million. The budget for the Regional Public Safety Communications System is $19.9 million, the Thomas Price Service Center Communications Center Expansion budget is $376,021, and the Communications Emergency Operations Center budget is $217,873.

Regional Flood Control District

The Regional Flood Control District has 12 active CIP projects in fiscal year 2013/14, with a total budget of $15.1 million. Major projects include $4.0 million for the Santa Cruz River (SCR) Flood Control Erosion Control & Linear Park Ajo to 29th Street project, $2.0 million for the Floodprone Land Acquisition Program, $2.0 million for the Urban Drainage project, $1.9 million for the Arroyo Chico Detention Basin USACOE project, $1.2 million for the Canada Del Oro (CDO) Linear Park: Thornydale Road to I10, and $1.0 million for the CDO Pathway: LA Cholla to La Canada project.

Parks and Recreation

There are 16 CIP projects in fiscal year 2013/14 for Parks and Recreation, with a total budget of $5.2 million. Major projects include $1.2 million for the Pantano Path: Broadway to Kenyon, $1.0 million for the Santa Cruz River Park: Irvington to Valencia project, and $521,580 for the Catalina Community Park.

Open Space

In fiscal year 2013/14, $4.7 million is designated for open space acquisitions. The Painted Hills Property Acquisition project is budgeted for $3.3 million, $1.3 million is budgeted for Town of Sahuarita Priorities, and $25,000 is budgeted for Tortolita Phase II.

Community Development

There are 9 CIP projects, with total expenditures of $4.4 million, scheduled for activity in fiscal year 2013/14. All projects are budgeted for less than $1 million each.

Information Technology

The fiscal year 2013/14 CIP budget is $3.4 million for 7 projects. The major project is $1.9 million for Public Works Permitting/Licensing Application.

Environmental Quality (Solid Waste Management)

The fiscal year 2013/14 CIP budget is $400,000 for the Waste Tire Relocation project, $370,000 for the Environmental Remediation/El Camino del Cerro Landfill project, and $185,371 for the El Camino del Cerro LOU Project.

Office of Sustainability and Conservation (Formerly Cultural Resources)

There are 6 CIP projects, with total expenditures of $700,546, scheduled for activity in fiscal year 2013/14. All projects are budgeted for less than $1 million each.

Telecommunications (formerly Communications)

The fiscal year 2013/14 CIP budget is $606,900 for 4 projects. The major project is $322,200 for the PoE switches and back up devices.

Fleet Services

The fiscal year 2013/14 CIP budget is $15.1 million for 3 projects. The major project is $14.5 million for the new Fleet Services Facility project.

Regional Wastewater Reclamation

The fiscal year 2013/14 CIP budget for Regional Wastewater Reclamation consists of 87 projects with total expenditures of $113.0 million and include projects associated with the Regional Optimization Master Plan (ROMP). Major projects for fiscal year 2013/14 include $14.8 million for the Roger Road demolition project, $14.6 million for the ROMP Ina Road WPCF: HPO Replacement project, $6.2 million for the North Rillito Interceptor Rehabilitation project and $5.7 million for the ROMP 32 MGD Reclamation Campus project. These four projects account for $41.3 million, or 36.6%, of the $113.0 million in total expenditures.

Complete FY 2013/14 Capital Project List

For a comprehensive list of the active and new projects comprising Pima County's fiscal year 2013/14 CIP budget refer to the *Summary of Active Capital Improvement Projects.*

Impact of Completed Capital Projects on Operations and Maintenance and Revenue: Fiscal Year 2013/14

During the budget cycle for fiscal year 2013/14, 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.

IMPACT OF COMPLETED CAPITAL PROJECTS ON OPERATIONS AND MAINTENANCE AND REVENUE
FISCAL YEAR 2013/2014 - 2017/2018

Project Name	FY 2012/13 Adopted	Incr / (Decr) for FY 13/14	Incr / (Decr) for FY 14/15	Incr / (Decr) for FY 15/16	Incr / (Decr) for FY 16/17	Incr / (Decr) for FY 17/18
O&M Expenditures						
Transportation						
Cmno de Oeste Los Reales Valencia Rd	1,000					6,500
Drexel, Country Club to I-10						7,500
Country Club, Drexel to Milber,Tucson						7,500
Ina Rd at Oracle Rd Intersection				1,000	1,000	1,000
Julian Wash Greenway Park Ave to 6th Ave	1,000					
Julian Wash I-10 to Campbell East				1,000	1,000	1,000
Julian Wash I-10 to Campbell Middle				1,000	1,000	1,000
Julian Wash Kolb Rd to Wilmot Rd	1,000					6,500
Julian Wash Valencia Rd to Drexel Rd	1,000					6,500
Julian Wash Wilmot Rd to Valencia Rd	1,000					6,500
La Canada Dr Ina Rd to Calle Concordia		2,500				
Lulu Walker School SRTS						7,500
Magee Rd Cortaro Farms Rd Mona Lisa to La Canada RTA07	1,000					6,500
Magee Rd Cortaro Farms Rd Thornydale				1,000		
Magee Rd La Canada Dr to Oracle Rd RTA 12				1,000		6,500
Orange Grove Bike Lanes Oracle to Cmno La Zorrola						6,500
Orange Grove TWLTL & Bike Lns La Canada Rd to Oracle Rd						6,500
Tucson Diversion Channel Country Club	1,000					6,500
Valencia Rd Alvernon Way to Wilmot RTA24			1,000			
Valencia Rd Bike Lns Cardinal to Mission						7,500
Valencia Rd Street Lighting Sidewalk & Widening	1,000					6,500
Transportation Total	8,000	2,500	1,000	5,000	3,000	98,000
Facilities Management						
Downtown Court Complex		238,134	353,148	318,006	186,237	
Kino Sports North Fields Modifications		13,125	4,275			
SA Indoor Sports Center at Curtis Pk		155,855	111,325			
Facilities Management Total		407,114	468,748	318,006	186,237	
Sheriff Department						
Emergency Dispatch Facilities		406,548				
Regional Public Safety Communications	729,600	58,578	466,871			
Thomas O Price Service Center		41,770	41,770			
Sheriff Department Total	729,600	506,896	508,641			
Regional Flood Control						
Arroyo Chico Detention Basin USACOE	10,400	4,260	360	360	360	360
Catalina Estate Drainage Way Impr			2,000	50	50	50
Dakota Wash		200	5	5	5	5
Kolb Road Underpass		200	20	20	20	20
Los Reales Wash		200	5	5	5	5
Pantano Wash Speedway to Tanque Verde		1,500	35	35	35	35
Sant Cruz to Julian Connection		200	5	5	5	5
Santa Cruz River Lower Levee at Tangerine		200	5	5	5	5
Regional Flood Control Total	10,400	6,760	2,435	485	485	485
Parks and Recreation						
Central Arizona Project (CAP) & TMP Path Sun Loop		388,771	(35,029)			
CDO River Park: Thornydale to I-10					23,141	
Julian Wash Kolb to Rita Road		147,839	(48,000)			
Pantano River Park Kenyon to Perry Park		160,588	(90,000)			
Pantano River Park Michael Perry to Sellerole		71,449	(19,000)			
Santa Cruz to Julian Connection		22,427	5	5	5	5
Parks and Recreation Total		791,074	(192,024)	5	23,146	5

IMPACT OF COMPLETED CAPITAL PROJECTS ON OPERATIONS AND MAINTENANCE AND REVENUE
FISCAL YEAR 2013/2014 - 2017/2018

Project Name	FY 2012/13 Adopted	Incr / (Decr) for FY 13/14	Incr / (Decr) for FY 14/15	Incr / (Decr) for FY 15/16	Incr / (Decr) for FY 16/17	Incr / (Decr) for FY 17/18
O&M Expenditures						
Information Technology						
JIC BOS Hearing Room Technology Replacement			50,000			
JLE JustWare Phase 3		25,000				
Library ShoreTel		4,460				
Mobility Implementation Proof of Concept				5,000	15,000	20,000
Rewrite Virtual Library BiblioCommons		174,936				
Public Works Permitting Licensing Application		124,475				
Information Technology Total		328,871	50,000	5,000	15,000	20,000
Telecommunications						
Wireless Upgrade and Refresh - Telecom			9,000			
Telecommunications Total			9,000			
Regional Wastewater Reclamation						
Avra Valley WRF Security		15,500				
Corona de Tucson WRF Security Improvements		4,500				
DMAFB Flow Meter Station		211,382				
Dodge Blvd Security Improvements		23,000				
Green Valley WRF SCADA & Automation I		23,000				
Green Valley WWTF Sludge Digestion Facility			313,975	(258,075)		
Ina Rd WPCF Biosolids Facilities Improvements		500,000				
Ina Rd WPCF Class A Biosolids Improvements		451,000				
Ina Rd WPCF SCADA Process Optimization		1,000				
Mt Lemmon WRF SCADA & Automation Improvements			4,500			
Mt Lemmon WRF Security Improvements			4,500			
Randolph Pk WRF & Pump Station Security		8,500				
ROMP Central Lab Complex	223,076	(2,464)				
ROMP Ina Rd WPCF 12.5 MGD Expansion		1,800,000				
ROMP Ina Rd WPCF HPO Replacement		1,400,000				
Sabino Creek Pump Station		147,408				
SCADA Cyber Security Upgrade			10,500			
Switchgear Building Central Plant		700,000				
Regional Wastewater Reclamation Total	223,076	5,282,826	333,475	(258,075)		
Total O&M Expenditures	**971,076**	**7,326,041**	**1,186,475**	**70,573**	**228,020**	**118,643**
O&M Revenue						
Sheriff Department						
Emergency Dispatch Facilities		99,200				
Sheriff Department Total		99,200				
Total O&M Revenue		**99,200**				

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name	Prior Years Expenditures	FY 2013/14 Adopted	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
Transportation								
1st Ave Orange Grove Rd to Ina Rd RTA13							7,256,000	7,256,000
22nd St I-10 to Tucson Blvd Improvements	1,138,206	277,610	4,250,000	4,250,000				9,915,816
ADA Pedestrian Improvements	357,795	81,761	50,444					490,000
Alvernon Bike Lane Golf Links to Ajo	263,392	10,000						273,392
Alvernon Heights Neighborhood Solar St Light Project	25,000	175,625						200,625
Alvernon Way - Valencia Rd Intersection Improvements	2,787,907	102,093						2,890,000
Bowes Rd @ Sabino High School HAWK	18,000	141,187	5,973					165,160
Broadway Blvd Euclid to Campbell RTA17 (portion of)	1,347,247				5,000,000	5,500,000	13,152,753	25,000,000
Centennial Elementary School Safe Routes	291,408	420,485		16,107				728,000
Cmno de Oeste Los Reales Valencia Rd	2,804,665	5,000		195,386				3,005,051
Colossal Cave Bike Lanes	350,102	197,000						547,102
Colossal Cave Rd Acacia School to Old Vail Rd	1,487,939						4,615,000	6,102,939
Colossal Cave Rd Success Dr & Ruthrauff Culvert	248,117	638,410	700,000					1,586,527
Coronado School Cougars	103,000	45,000	241,816		9,566			399,382
Cortaro Farms Rd Cmno de Oeste to Thornydale	956,949	100,000	3,200,000	7,642,680	4,300,000			16,199,629
Country Club Rd Bike Ln Irvington to Valencia Rd	208	16,000						16,208
Drexel Rd Tucson Blvd to Alvernon Way	42,580						19,957,420	20,000,000
Harrison Greenway at DMAFB	117,703	732,297						850,000
Harrison Rd Bike Lanes	205,573	584,353		11,293				801,219
Homer Davis Elementary Bicycle & Pedestrian Enhancement	1,070,846	850,000	52,350					1,973,196
Houghton Rd & Sahuarita Rd Intersection Improvements	4,211,204	1,292						4,212,496
Houghton Rd I-10 to Golf Links Rd RTA 32 (portion of)	2,615,650	3,750,000	1,250,000				25,046,136	32,661,786
HSIP Project Holding Account		5,000	750,000	750,000	750,000	750,000		3,005,000
Hughes Access Road Relocation	210,000	1,035,000	6,215,000	1,430,000	810,000			9,700,000
Ina Rd at Oracle Rd Intersection	3,908,043	1,141,957						5,050,000
Intelligent Transport Sys Signals Coord & Cab Upgrade	1,303,454	35,000	27,304					1,365,758
Julian Wash Greenway Park Ave to 6th Ave	940,000	60,000						1,000,000
Julian Wash I-10 to Campbell East	228,500	546,002	175,000					949,502
Julian Wash I-10 to Campbell Middle	582,800	909,200	302,016					1,794,016
Julian Wash I-10 to Campbell Ramps	280,800	1,153,200						1,434,000
Julian Wash I-10 to Campbell West	200,943	585,273	198,000					984,216
Julian Wash Kolb Rd to Wilmot Rd	450,000		190,000					640,000
Julian Wash Valencia Rd to Drexel Rd	645,000		150,000					795,000
Julian Wash Wilmot Rd to Valencia Rd	605,000		100,000					705,000
Kinney Rd Ajo Way to Bopp Rd	3,369,980		2,028,629	7,067,500	7,919,500			20,385,609
Kolb Rd Sabino Canyon Rd to Sunrise Dr	2,872,054						10,970,947	13,843,001
La Canada Ina Rd to Calle Concordia RTA11 (portion of)	25,735,756		100,000					25,835,756
La Canada River Rd to Ina Rd RTA11	19,218,906	9,393,003		2,715,854				31,327,763
La Cholla Blvd Magee Rd to Overton Rd RTA04	16,396,373	9,000,000	495,000		2,168,829	300,000		28,360,202
La Cholla Blvd Ruthrauff Rd to River Rd	18,313,994		301,264					18,615,258
Lamber Lane Thornydale to Camino de la Tierra	5,000	300,000	1,145,000	150,000				1,600,000
Magee Rd Cortaro Farms Rd Mona Lisa to La Canada RTA07	22,821,841	10,000		699,300				23,531,141
Magee Rd Cortaro Farms Rd Thornydale Rd to Mona Lisa	22,197,101	886,818		1,350,000				24,433,919
Magee Rd La Canada Dr to Oracle Rd RTA 12	4,598,992	12,939,408	500,000	1,410,000				19,448,400
Mainsail Blvd & Twin Lakes Dr 27 Wash Vicinity	247,386						7,152,280	7,399,666
Manzanita Elem Safe Routes to School Design Proj	109,974	337,000	20,000					466,974
Mary Ann Cleveland Way @ Kush Canyon Ln HAWK	20,000	5,000	218,000					243,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name	Prior Years Expenditures	FY 2013/14 Adopted	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
Misc Bike Safety Improvement Projects	152,869	32,615	238,516					424,000
Mission Rd Paved Shoulder		10,000	40,000					50,000
Mt Lemmon Culvert Pipe Lining	566,000	922,000	60,100					1,548,100
Mt Lemmon Retaining Wall 65B Repair	126,000	203,900	9,300					339,200
Mt Lemmon Storage Yard	88,680	886,020						974,700
Neighborhood Transportation Improvements	675,689	600,000	700,000	700,000	700,000	700,000	1,933,697	6,009,386
Old Tucson Nogales Hwy Summit Neighborhood	459,500	1,967,204						2,426,704
Old Vail Middle School Safe Route to School	9,500	93,500	45,000	251,622				399,622
Orange Grove Bike Lanes Oracle to Cmno La Zorrola	851,634	5,000						856,634
Orange Grove Rd Cmno de la Tierra La Cholla Blvd	3,038,324	3,419,114	927,562					7,385,000
Orange Grove Rd Corona Dr to Oracle Rd Phase 1	1,126,656						16,655,528	17,782,184
Orange Grove Rd Thornydale Rd to Corona Dr Phase 2	2,897,993						5,691,790	8,589,783
Orange Grove TWLTL & Bike Lns La Canada Rd to Oracle Rd	756,431	50,000		59,069				865,500
Palo Verde HAWKS @ Alvord & Milton	85,798	350,015	18,187					454,000
Pavement Preservation Program FY2014		5,000,000	5,000,000	5,000,000	5,000,000	5,000,000		25,000,000
Rillito Riverpath & Cmno de la Tierra Bicycle & Pedest	95,000	180,000	540,000	90,000				905,000
Safety Management Systems & Program Development	803,546	25,000	25,000					853,546
Silverbell Rd at Blanco Brawley Washes	416,637						2,092,264	2,508,901
Silverbell Rd: Grant Rd to Goret Rd	70,000	65,000	3,000					138,000
Square Tube Breakaway Sign Posts	870,667	125,000	100,000					1,095,667
Summerhaven Sidewalk	76,000	50,000						126,000
Summit View Elementary Safe Routes to School	11,500	140,500	17,120					169,120
Sunset Rd Silverbell Rd to I-10 to River Rd RTA08	124,509	2,500,000	2,800,000	12,756,000	1,000,000	1,770,000		20,950,509
Tanque Verde Rd at Emily Gray JHS HAWK	18,915	140,150	11,935					171,000
Tanque Verde Rd Catalina Hwy to Houghton Rd RTA27	14,004,129		747,469					14,751,598
Thornydale Rd Cortaro Farms Rd to Linda Vista Blvd	953,412			909,755	8,000,000	10,800,000		20,663,167
Valencia Rd - Wilmot Rd to Kolb Rd RTA24 & 36	1,697,131	100,000						1,797,131
Valencia Rd Alvernon Way to Wilmot RTA24	10,027,404	13,083,145	12,540,897		2,048,554			37,700,000
Valencia Rd Mark Rd to Wade Rd RTA21	4,242,259	3,174,159	11,944,742		1,563,000			20,924,160
Valencia Rd Mt Eagle Rd to Ajo Highway RTA21							14,000,000	14,000,000
Valencia Rd Street Lighting Sidewalk & Widening	1,696,708	1,000						1,697,708
Valencia Rd Wade Rd to Mt Eagle Rd RTA21				500,000	6,000,000	7,500,000	2,000,000	16,000,000
Wilmot Rd North of Sahuarita Rd RTA33	26,655	600,000	2,051,000	6,359,000				9,036,655
Transportation Total	211,674,934	80,193,296	60,485,624	54,313,566	45,269,449	32,320,000	130,523,815	614,780,684
Facilities Management								
ADA Facility Accessibilty Projects	130,131	96,319						226,450
Administration East 2nd Floor TI			2,000,000					2,000,000
Administration East Bldg 4th Fl Improvements	350,000	1,650,000						2,000,000
Administration West 4th Fl Tenant Improvements	1,311,749	1,053,251						2,365,000
Administration West 5th Fl Improvements			3,000,000					3,000,000
Adult Probation S Office Cooling & Chiller Replacement		800,000						800,000
ARC Flash Study at Main Jail			200,000					200,000
Building & Grounds Security	100,000		100,000	100,000	100,000	100,000	100,000	600,000
Building Roof Replacement				1,000,000				1,000,000
Canoa Ranch Bldgs Rehabilitation	572,902	150,000						722,902
Combined Heating & Power Installation at Main Jail		300,000						300,000
Downtown Complex Bldg Sealing					1,000,000			1,000,000
Downtown Court Complex	82,656,767	34,000,000	26,843,233					143,500,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name	Prior Years Expenditures	FY 2013/14 Adopted	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
Dwn Gov Cen A & B Parking Garage Sewer & Storm Line Rep		180,000						180,000
Eckstrom Columbus Branch Library Expansion	1,615,000	451,713						2,066,713
Elevator Life Safety Additions				250,000				250,000
Exterior Painting & Common Space Improv of PWB		475,000						475,000
Facilities Management ADA Studies					500,000			500,000
Flowing Wells Branch Library Addition	1,511		769,851	2,428,638				3,200,000
Fort Lowell Acq	276,134	800,913						1,077,047
Jail Tower Kitchen & Freezer Replacement	657,810	242,190						900,000
Kino Pool House	540,432	19,568						560,000
Kino Sports North Fields Modifications	1,350,000	1,650,000						3,000,000
Legal Services Bldg 3rd Fl Improvements				2,500,000				2,500,000
Legal Services Bldg Lobby Improvements				300,000				300,000
Main Jail East Unit Cooling Tower Media Replacement			150,000					150,000
Main Jail Tower Strobic Fan Replacement			300,000					300,000
MSF Roof Mechanical Replacement		400,000						400,000
NRPR Admin Building Improvements			100,000					100,000
Psychiatric Hospital	42,302,714	876,923						43,179,637
Rehabilitation of Old Courthouse	4,709		4,495,291	6,000,000	6,000,000			16,500,000
Roy Place Bldg Facade Restoration Completion		1,000,000						1,000,000
SA Indoor Sports Center at Curtis Park	221,544	509,450						730,994
Sheriff's Department Training Facility	290,000	425,865						715,865
Theresa Lee Hlth Clinic	445,263	754,550	669,640					1,869,453
UA Abrams 3rd Floor Tenant Improvement	145,000	215,000						360,000
University of Arizona South Campus Parking Garage	159,476	973,295	8,390,524	1,476,705				11,000,000
Upgrade EMCS & Replace VAV Boxes at 33 N Stone				300,000				300,000
Facilities Management Total	133,131,142	47,024,037	47,018,539	14,355,343	7,600,000	100,000	100,000	249,329,061
Sheriff Department								
Communications Emergency Operations Center	31,109,949	217,873						31,327,822
Regional Public Safety Communications System	43,972,689	19,989,596	1,924,514					65,886,799
Thomas O Price Service Center Communications Cntr Expan	4,076,815	376,021						4,452,836
Sheriff Department Total	79,159,453	20,583,490	1,924,514	0	0	0	0	101,667,457
Regional Flood Control								
Airport Wash - Economic Development Zone	75,000	425,000						500,000
Arroyo Chico Detention Basin USACOE	12,903,537	1,970,000	2,459,000					17,332,537
CDO Linear Park - Thornydale Rd to I-10	200,000	1,200,000						1,400,000
CDO Pathway La Cholla to La Canada	277,000	1,000,000	1,148,000					2,425,000
City of South Tucson Urban Drainage	1,521,282		197,718					1,719,000
Diablo Village Regional Detention Basins	1,452,657					1,000,000		2,452,657
El Corazon de los Tres Rios Del Norte	4,363,327	750,000	2,000,000	2,000,000			21,527,422	30,640,749
Floodprone Land Acq Program	21,711,195	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	28,711,195
Green Valley Drainage Way 6 Repairs	481,390	200,000	200,000					881,390
Pantano - Rincon Ecosystem Restoration							1,000,000	1,000,000
Pantano Wash Ft Lowell Park to Tanque Verde Road	618,649	588,791	3,170,603	2,000,000				6,378,043
Pantano Wash Ft Lowell to Craycroft				830,000	1,007,000	2,518,322		4,355,322
Pasqua Yaqui Tribe Black Wash Urban Drainage Imprvmt	528,532		471,468					1,000,000
Roger Rd & I-10 Drainage Improvement	238,000			367,627	1,203,000	2,956,000		4,764,627
SCR Flood Control Erosin Control & Linear Pk Ajo to 29	356,384	4,000,000	4,000,000	4,000,000				12,356,384

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name	Prior Years Expenditures	FY 2013/14 Adopted	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
SCR Paseo de Las Iglesias Restoration USACOE	5,643,421	550,000						6,193,421
Tohono O'Odham Nation Urban Drainage	606,489		400,000	493,511				1,500,000
TV Creek Sabino Canyon to Craycroft USACOE	749,295	500,000	626,000	2,165,000	2,625,000	2,407,000	1,256,000	10,328,295
Urban Drainage	5,016,828	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	12,016,828
Regional Flood Control Total	56,742,986	15,183,791	16,672,789	13,856,138	6,835,000	10,881,322	25,783,422	145,955,448
Parks and Recreation								
36TH Street Trailhead Relocation			250,000					250,000
Arroyo Chico - COT	950,000	50,000						1,000,000
Atturbury Wash Sanctuary - COT	1,150,000	50,000						1,200,000
Avra Valley Road, from Trailhead to CAP Trail	-	-	825,000	860,000				1,685,000
Bicycle Ln on Sahuarita Rd	787,337	420,000	292,500					1,499,837
CAP Berm Trail			650,000	6,110,000	3,310,000	607,500		10,677,500
Catalina Community Park	378,421	521,580	100,000					1,000,001
East Bank of SCR Avra Valley Rd to Beard House			50,000	300,000	1,460,000			1,810,000
East Bank of SCR from Twin Peaks Rd to Avra Valley Rd			35,000	315,000	2,275,000	40,000		2,665,000
El Rio Park to Avra Valley Road			1,105,000	259,000				1,364,000
Harrison Greenway at Rita Ranch	620,000	20,000						640,000
Harrison Greenway Irvington to Pantano	810,000	20,000						830,000
Mary Henderson Desert Center			260,000	1,412,000	578,000			2,250,000
Northside Community Park - COT	244,181	200,000	2,600,000	2,455,819				5,500,000
Oracle Rd Wildlife Bridge Corridor	24,048		730,145					754,193
Pantano Infill 5th St to Speedway	153,933	515,500	150,000					819,433
Pantano Path Broadway to Kenyon		1,284,000	672,000					1,956,000
Pathway Signage and Markings	50,000	50,000	12,000					112,000
Rillito River Park Right-of-Way	50,000	150,000	100,000					300,000
River Park Expansion and Enhancement Initiative			1,100,000					1,100,000
Sarasota Trailhead to Whale Rock			90,000	610,000	1,575,000	1,250,000		3,525,000
SCR Park Irvington to Valencia	106,956	1,093,044						1,200,000
SE Community Park	4,641,984	350,000	1,008,016					6,000,000
Small River Park Improvements	116,737	259,857						376,594
Splashpads Programs			3,500,000					3,500,000
Starr Pass Trailhead through basin			65,000	400,000	1,200,000	100,000		1,765,000
Tortolita Trail System	1,020,784	160,000	19,216					1,200,000
Various Trail Acq Developments	499,229	60,667						559,896
Parks and Recreation Total	11,603,610	5,204,648	13,613,877	12,721,819	10,398,000	1,997,500	0	55,539,454
Open Space								
Painted Hills	21,551	3,361,383						3,382,934
Town of Sahuarita Priorities	44,223	1,361,819						1,406,042
Tortolita Phase II	25,000	25,000						50,000
Open Space Total	90,774	4,748,202	0	0	0	0	0	4,838,976
Community Development								
1997 Neighborhood Reinvestment Bond Program	161,146	694,411						855,557
29th St Coalition Freedom Park	36,800	463,200						500,000
5 Points Business Coalition	48,440	448,440						496,880
Esperanza En Escalante Veterans Housing Project	911,733	266,267						1,178,000
Honea Heights Redevelopment Project		600,000						600,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name	Prior Years Expenditures	FY 2013/14 Adopted	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
Housing Reinvestment 2004 Authorization		925,688						925,688
Neighborhood Reinvestment 2004 Authorization		798,059						798,059
Toumey Park	483,000	5,000						488,000
Wakefield Neighborhood Project - COT	300,000	200,000						500,000
Community Development Total	1,941,119	4,401,065	0	0	0	0	0	6,342,184
Information Technology								
Data Center OS Upgrade			122,100					122,100
Data Center SQL Server Upgrade			312,000	129,000	129,000			570,000
Data Center Storage Growth		858,000	858,000	858,000				2,574,000
Data Center Storage Upgrade	883,979							883,979
External SharePoint Environment			178,200					178,200
GIS Server and Storage Replacement				189,400				189,400
HD Technology and Training		141,621						141,621
Infrastructure Management Tools				174,000				174,000
Infrastructure Security Monitoring			457,600					457,600
JIC BOS Hearing Room Technology Replacement			385,000					385,000
JLE JustWare Phase 3		140,250						140,250
Justware Server and Storage Replacement				269,200				269,200
Library ShoreTel			211,170					211,170
Mobility Implementation Proof of Concept		104,032						104,032
Physical Server Replacement		181,021	254,800	254,800	254,800			945,421
PimaCore Server and Storage Replacement				696,000				696,000
Public Fiduciary Application System	78,000	82,000						160,000
Public Works Permitting Licensing Application	3,822,762	1,937,361						5,760,123
Rewrite Virtual Library BiblioCommons			331,000					331,000
Information Technology Total	4,784,741	3,444,285	3,109,870	2,570,400	383,800	0	0	14,293,096
Environmental Quality-Solid Waste								
El Cmno del Cerro LOU Project	371,188	185,371						556,559
Environmental Remediation - El Cmno del Cerro Landfill	3,654,449	370,000	732,534					4,756,983
Tangerine Closure						9,760,753		9,760,753
Waste Tire Collection Site Relocation	803,604	400,000				296,396		1,500,000
Environmental Quality-Solid Waste Total	4,829,241	955,371	732,534	0	0	10,057,149	0	16,574,295
Office of Sustainability and Conservation								
Anza Trail - Llano Grande Campsite	58,725	152,169	140,000	371,038				721,932
Anza Trail - Los Morteros Campsite	672,345	351,214	70,000					1,093,559
Anza Trail - Oit Pars Campsite	28,335	33,787	55,000	389,878				507,000
Dakota Wash Site Acq	577,237	22,763						600,000
Fort Lowell Acq - Atkins Steel Acq	1,386,032	62,990						1,449,022
Marana Mound Community Site Acq	32,996		17,004					50,000
Tumamoc Hill Acq	1,259,451	77,623						1,337,074
Office of Sustainability and Conservation Total	4,015,121	700,546	282,004	760,916	0	0	0	5,758,587
Elections								
Election System Upgrades			8,000,000					8,000,000
Elections Total	0	0	8,000,000	0	0	0	0	8,000,000

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name	Prior Years Expenditures	FY 2013/14 Adopted	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
Fleet Services								
Fleet Services Fuel Management System	307,193	497,003						804,196
Mission Rd Complex Fuel Island		50,000	1,350,000					1,400,000
New Services Facilities	1,514,741	14,561,846	2,472,413					18,549,000
Fleet Services Total	1,821,934	15,108,849	3,822,413	0	0	0	0	20,753,196
Telecommunications								
Analog Line Replacement for VoIP Project - Telecom	251,320	62,500	55,180					369,000
Data Center Communications Upgrade - Telecom	220,000	112,400	112,400	112,400				557,200
PoE Switches & UPS Devices - Telecom	455,000	322,200	322,200	322,200				1,421,600
VoIp Phone System - Phase 2 - Telecom	1,255,000		1,335,523	646,541				3,237,064
Wireless Upgrade and Refresh - Telecom		109,800						109,800
Telecommunications Total	2,181,320	606,900	1,825,303	1,081,141	0	0	0	5,694,664
Regional Wastewater Reclamation								
22nd St Alvernon Way to Swan Rd Augmentation			181,000	2,200,000	4,000			2,385,000
22nd to Congress Osborne to Toole		593,849	1,000					594,849
Addition to RWRD Central Laboratory	450,000	4,670,000	880,552					6,000,552
ADOT SR77 Oracle Rd to Tangerine Rd to Pinal County Ln	1,015,000	85,000						1,100,000
ADOT SR86 Valencia Rd to Kinney Rd	200,000	2,000,000						2,200,000
Arivaca Pump Station	110,000	448,000						558,000
Avra Valley WRF - UV Channel Protective Shade Structure		195,000	30,000					225,000
Avra Valley WRF SCADA & Automation Impr FY 17/18						100,000	514,000	614,000
Avra Valley WRF Security	868,407	50,000						918,407
Cardenal Pump Station	72,000	319,000	68,000					459,000
Congress and Silverbell to Starr Pass and I-10		138,000	2,000					140,000
Continental Ranch Regions Pump Station Security Imprvmt		276,059	22,976					299,035
Conveyance SCADA System Upgrade Richey Rd to Ina Rd	464,579	2,794,000						3,258,579
Corona de Tucson WRF SCADA & Operations Upgrade		183,334	741,281	10,000				934,615
Corona de Tucson WRF Security Improvements	153,000	1,113,000						1,266,000
Corona de Tucson WWTF UV Disinfection & Filtration							1,000,000	1,000,000
COTDOT 22nd St I-10 to Tucson Blvd Sewer Utility						1,177,000		1,177,000
COTDOT Broadway Blvd Euclid-Campbell Ave Sewer Utility					115,000			115,000
COTDOT Grant Rd Corridor Improvement Sewer Utility		220,000	231,000	243,000				694,000
COTDOT Houghton Rd I-10 to Valencia Rd Sewer Utility		105,000						105,000
COTDOT Speedway Blvd Cmno Seco to Houghton Rd		132,000	7,000					139,000
CRRPS Facility Modifications	154,000	247,667	1,502,260	971,573				2,875,500
Dodge Blvd Security Improvements	47,000	268,000	10,000					325,000
Dog Pound Pump Station Rehabilitation			472,000	1,000				473,000
Downtown Links Phase 1A St Marys Segment	495,000	5,000						500,000
Gleneagles Pump Station	67,000	498,000						565,000
Grant Rd and Oracle Rd to Speedway Bl and Riverview Bl		234,000	51,000					285,000
Grant Rd to Lester St Oracle Rd to First Ave		488,077	1,000					489,077
Green Valley WRF - Future Development Plan FY13/14		2,000,000	3,200,000	4,700,000	647,000			10,547,000
Green Valley WRF SCADA & Automation Improvements	59,000	912,000						971,000
Green Valley WRF Security Improvements	150,026	1,499,974						1,650,000
Green Valley WWTF Sludge Digestion Facility Cover	755,035	1,489,965						2,245,000
Hanson Software Upgrade to Version 8		450,000						450,000
Harrison Rd - Millmar Rd to Escalante Rd	171,563	953,588						1,125,151

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name	Prior Years Expenditures	FY 2013/14 Adopted	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
Helen St to Adams St Main Ave to Seventh Ave		538,194	1,000					539,194
Helen St to Elm St 6th Ave to 1st Ave		696,124	1,000					697,124
Houghton Rd Broadway Blvd Intersection Improve COTDOT		100,000	37,827					137,827
Ina Rd Existing Plant SCADA Upgrades		90,000	358,500	271,500				720,000
Ina Rd WPCF Biosolids Facilities Improvements	65,196,565	1,040,916	8,808,334					75,045,815
Ina Rd WPCF Class A Biosolids Improvements	1,811,552	4,478,558	19,519,890	5,000,000				30,810,000
Ina Rd WPCF SCADA Process Optimization	474,991	267,940	50,000					792,931
Ina Rd WRF Centrifuge Bldg Sludge Screen	223,900	1,271,100						1,495,000
Ina Rd WRF Emergency Overflow Basin Pump Replacement		70,000	422,000	5,000				497,000
Ina Rd WRF Grit Classifiers	183,557	421,443						605,000
Ina Rd WRF Primary Clarifier Concrete Repair	1,286,800	1,653,200						2,940,000
Ina Rd WRF Replacement of Thickened Sludge Pumps	870,922	10,000	94,078					975,000
Ina Rd WRF Rough Screens	322,839	116,661						439,500
Ina Security Road Bypass Route		205,000						205,000
Influent Pump Variable Frequency Drives-Avra Valley WRF	218,000	137,000						355,000
Kostka Ave Michigan to Pennsylvania	111,534	252,214						363,748
La Cholla Blvd & Calle Pacifica to Speedway Blvd & Silv			264,000	1,000				265,000
La Tierra Pump Station Conversion to Gravity Sewer		100,000	686,000					786,000
Minor Modification Projects 2	150,000	300,000	100,000					550,000
Minor Rehabilitation Projects 13 1	3,500,000	200,000						3,700,000
Minor Rehabilitation Projects FY 13/14		2,995,000	5,000					3,000,000
Minor Rehabilitation Projects FY 16/17					2,995,000	5,000		3,000,000
Minor Rehabilitation Projects FY 17/18						2,995,000	5,000	3,000,000
Minor Rehabilitation Projects FY14/15			2,995,000	5,000				3,000,000
Minor Rehabilitation Projects FY15/16			-	2,995,000	5,000			3,000,000
Mission Pump Station Rehabilitation		50,000	50,000	421,940				521,940
Modern Streetcar - Phase 2	884,500	1,500						886,000
Mountain Gardens Pump Station	563,000	5,000						568,000
Mt Lemmon Lower Conveyance System Rehabilitation	328,520	5,000						333,520
Mt Lemmon WRF SCADA & Automation Improvements	63,025	652,975						716,000
Mt Lemmon WRF Security Improvements	40,000	327,000						367,000
North Rillito Interceptor Rehabilitation	150,000	6,215,000	9,001,000	3,634,000				19,000,000
North Rillito Interceptor Relief Sewer	469,469	1,998,812	571,719					3,040,000
Park Ave Augmentation - Irvington Rd to Drexel Rd			181,000	2,200,000	4,000			2,385,000
PCDOT La Canada River Rd to Ina Rd Sewer Utility	651,022	25,000						676,022
PCDOT La Cholla Blvd Magee Rd to Tangerine Rd	60,000	250,000						310,000
Prince Rd & I-10 ADOT Sewer Modifications	3,321,417	673,583	5,000					4,000,000
Principal Pump Station	114,000	408,000						522,000
Quail Creek Lift Station				50,000	596,000	104,000	-	750,000
Randolph Pk WRF & Pump Station Security Improvements	64,000	808,000						872,000
Rincon Valley Chemical Dosing Station	230,000	40,000	100,000					370,000
Roger Rd WWTP Demolition	1,189,378	14,802,826	15,942,795	10,026,976				41,961,975
ROMP 32 MGD Reclamation Campus	169,042,644	5,724,504	13,432,852					188,200,000
ROMP Ina Rd WPCF 12.5 MGD Expansion	57,778,430	2,458,261						60,236,691
ROMP Ina Rd WPCF BNRAS System Modification	10,905,843	2,773,202	943,644					14,622,689
ROMP Ina Rd WPCF HPO Replacement	121,467,932	14,662,989	5,701,375					141,832,296
ROMP Ina Rd WPCF Power Generation & Distribution	15,123,132	1,827,279	628,651					17,579,062
ROMP SCADA	9,468,221	3,563,739	900,000					13,931,960
Sabino Creek Pump Station	622,538	1,107,804	5,000					1,735,342

SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name	Prior Years Expenditures	FY 2013/14 Adopted	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
Safe Flush Tanks for Low-Flow Sewers		171,500	3,500					175,000
Santa Cruz Interceptor Phase III	11,890,741	5,000						11,895,741
SCADA Cyber Security Upgrade	462,175	192,825						655,000
SCADA Emergency Operations Center		414,000	215,000	1,000				630,000
SCADA WAN Infrastructure Upgrade	100,000	1,000,000	1,404,000					2,504,000
SE Houghton Area Recharge Project	206,279	450,000	750,000	1,100,000	1,000,000	493,721		4,000,000
SE Interceptor Augmentation	515,000	1,500,000	3,076,000	1,000,000				6,091,000
SE Interceptor Subsurface Biofilter Vapor Treatment Uni	1,042,500	86,000						1,128,500
Sewer Manhole Rehabilitation # 4		1,497,882	2,000					1,499,882
Sewer Manhole Rehabilitation # 5			799,000	1,000				800,000
Sewer Manhole Rehabilitation # 7					799,000	1,000		800,000
Sewer Manhole Rehabilitation # 8						799,000	1,000	800,000
Sewer Manhole Rehabilitation #5				799,000	1,000			800,000
Sewer Utility Modification Program			1,000,000	1,800,000	1,800,000	1,000,000		5,600,000
Silverado Pump Station Rehabilitation			6,000	507,000	1,000			514,000
South Rillito West Central Interceptor Rehab	150,000	5,205,000	6,560,000	2,411,000				14,326,000
St Mary's Rd & N Cuesta Ave to Speedway Blvd Silverbell			199,000	1,000				200,000
State Prison Pump Station Rehabilitation FY13/14		456,500	456,500					913,000
Sub-Regional Facilities Security Improvements	50,000	450,000						500,000
System Wide Treatment Rehabilitation & Enhancement		1,500,000	2,500,000	2,995,000	3,000,000	3,000,000		12,995,000
System-Wide Conveyance Rehabilitation Program			449,000	4,000,000	11,000,000	11,000,000		26,449,000
System-wide Odor Control Capital Program		1,169,000	1,921,000	1,995,000	2,000,000	2,000,000		9,085,000
System-Wide Sewer Conveyance Augmentation Program		200,000	3,500,000	8,300,000	3,000,000	1,000,000		16,000,000
Tangerine Rd Force Main Relocation	1,000	54,000	854,000					909,000
Wilmot Rd & I-10 Manhole Rehabilitation	121,596	3,050,404						3,172,000
Regional Wastewater Reclamation Total	486,658,632	113,094,448	111,901,734	57,645,989	26,967,000	23,674,721	1,520,000	821,462,524
Total Capital Improvement Projects	**998,635,007**	**311,248,928**	**269,389,201**	**157,305,312**	**97,453,249**	**79,030,692**	**157,927,237**	**2,070,989,626**
Less: Fleet Services		**(15,108,849)**						
Less: Telecommunications		**(606,900)**						
Less: Regional Wastewater Reclamation		**(113,094,448)**						
Total FY 2013/14 Adopted Capital Projects Fund		**182,438,731**						

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name
ROMP 32 MGD Reclamation Campus

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
169,042,644	5,724,504	13,432,852	0	0	0	0	188,200,000

Increase/(Decrease) from Prior Year

O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
Personal Services		500,000			
Supplies & Services		8,481,209			
Capital					
Total O&M	0	8,981,209	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	0	(8,981,209)	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Department
Regional Wastewater Reclamation

Project Description
Design, construct, and locate a new Pima County Justice Court and othe County related court facilities. The Pima County Justice Court building will provide for a minimum of 38 courtrooms, as well as office space for departments supporting the courts such as the Constables, the County Public Defender, and Legal 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.

Project Name
Downtown Court Complex

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
82,656,767	34,000,000	28,843,233	0	0	0	0	145,500,000

Increase/(Decrease) from Prior Year

O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
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

Department
Facilities Management

Project Description
Design, construct, and locate a new Pima County Justice Court and othe County related court facilities. The Pima County Justice Court building will provide for a minimum of 38 courtrooms, as well as office space for departments supporting the courts such as the Constables, the County Public Defender, and Legal 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.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name
ROMP Ina Road WPCF HPO Replacement

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
121,467,932	14,662,989	5,701,375	0	0	0	0	141,832,296

Department
Regional Wastewater Reclamation

Increase/(Decrease) from Prior Year

O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
Personal Services		0			
Supplies & Services	1,400,000	0			
Capital					
Total O&M	1,400,000	0	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	(1,400,000)	0	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description
Design and construct new facilities and modifications to existing HPO wastewater treatment system at Ina Road WPCF for nutrient removal and biosolids improvements. The wastewater treatment system will accommodate a future biological phosphorus removal system based on the Bardenpho process. The project will also upgrade the effluent disinfection using an enhanced chlorination process. The project will also include a new operations lab to accommodate the future operations needs.

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. In addition, the project will upgrade the effluent disinfection using an enhanced chlorination process, and will also include a new operations lab to accommodate the future operations needs.

Project Name
Ina Road WPCF Biosolids Facilities Improvements

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
65,196,565	1,040,916	8,808,334	0	0	0	0	75,045,815

Department
Regional Wastewater Reclamation

Increase/(Decrease) from Prior Year

O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
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
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.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name
Regional Public Safety Communications System

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
43,972,689	19,989,596	1,924,514	0	0	0	0	65,886,799

Department
Sheriff Department

Increase/(Decrease) from Prior Year

O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
Personal Services					
Supplies & Services	58,578	466,871			
Capital					
Total O&M	58,578	466,871	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	(58,578)	(466,871)	0	0	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 to 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.

Project Name
ROMP Ina Road WPCF 12.5 MGD Expansion

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
57,778,430	2,458,261	0	0	0	0	0	60,236,691

Department
Regional Wastewater Reclamation

Increase/(Decrease) from Prior Year

O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
Personal Services					
Supplies & Services	1,800,000				
Capital					
Total O&M	1,800,000	0	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	(1,800,000)	0	0	0	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 2013/2014 - 2017/2018 AND BEYOND

Project Name
Psychiatric Hospital (2004 & 2006 Authority)

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
42,302,714	876,923	0	0	0	0	0	43,179,637

O&M Impact	Increase/(Decrease) from Prior Year FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
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

Department
Facilities Management

Project Description
Construct a 50 bed psychiatric facility to complement existing psychiatric services at the University Physicians Healthcare Hospital (UPHH) at Kino. This facility will be located adjacent to UPHH to take advantage of medical and other support services provided by the hospital.

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.

Project Name
Roger Road WWTP Demolition

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
1,189,378	14,802,826	15,942,795	10,026,976	0	0	0	41,961,975

O&M Impact	Increase/(Decrease) from Prior Year FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
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

Department
Regional Wastewater Reclamation

Project Description
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.

Project Justification
Replaced by regional reclamation campus.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name
Valencia Road: Alvernon Road to Wilmot Road RTA 24

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
10,027,404	13,083,145	12,540,897	0	2,048,554	0	0	37,700,000

Department
Transportation

O&M Impact	Increase/(Decrease) from Prior Year FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
Personal Services					
Supplies & Services		1,000			
Capital					
Total O&M	0	1,000	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	0	(1,000)	0	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description
Reconstruct and widen Valencia Road from Alvernon Way to Wilmot Road to a six-lane desert parkway per the adopted RTA plan.

Project Justification
Improvements will accommodate projected increased traffic in the area as well as public safety.

Project Name
Houghton Rd I-10 to Golf Links Rd RTA 32

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
2,615,650	3,750,000	1,250,000	0	0	0	25,046,136	32,661,786

Department
Transportation

O&M Impact	Increase/(Decrease) from Prior Year FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
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
This project is the widening of 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. Install new turning lanes and traffic signals as needed at Naranja Road, Lambert Lane, and Overton Road. The limits of this project are changed per memorandum of understanding with the City of Tucson dated May 7, 2004.

Project Justification
The project will reduce congestion and enhance safety along Houghton Road.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name
Communications Emergency Operations Center

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
31,109,949	217,873	0	0	0	0	0	31,327,822

Department
Sheriff Department

Increase/(Decrease) from Prior Year

O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
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
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 will also include 9-1-1 telecommunications equipment to support the 9-1-1 service requirements of these agencies.

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
La Canada Drive River Road to Ina Rd RTA 11

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
19,218,906	9,393,003	0	2,715,854	0	0	0	31,327,763

Department
Transportation

Increase/(Decrease) from Prior Year

O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
Personal Services					
Supplies & Services			1,000		6,500
Capital					
Total O&M	0	0	1,000	0	6,500
Revenue	0	0	0	0	0
Net Fund Impact	0	0	(1,000)	0	(6,500)
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description
Widen La Canada from the existing 2/3 lane roadway to 4 lanes with medians, turn lanes, bike lanes, sidewalks, equestrian paths, and new drainage structures at wash crossings throughout the corridor.

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.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name
Ina Rd WPCF Class A Biosolids Improvements

Department
Regional Wastewater Reclamation

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
1,811,552	4,478,558	19,519,890	5,000,000	0	0	0	30,810,000

Increase/(Decrease) from Prior Year

O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
Personal Services					
Supplies & Services	451,000				
Capital					
Total O&M	451,000	0	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	(451,000)	0	0	0	0
Additional FTEs	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.

Project Name
El Caorazon de los Tres Rios Del Norte

Department
Regional Flood Control

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
4,363,327	750,000	2,000,000	2,000,000	0	0	21,527,422	30,640,749

Increase/(Decrease) from Prior Year

O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
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
El Corazon de los Tres Rios del Norte project planning and property acquisition of CalPortland Properties along the Santa Cruz River and Sunset Road.

Project Justification
Project will conduct planning and hydrologic studies necessary to support the future roadway improvements to Silverbell Road and Sunset Road.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name
Floodprone Land Acquisition Program

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
21,711,195	2,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	28,711,195

Increase/(Decrease) from Prior Year

O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
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

Department
Regional Flood Control District

Project Description
Acquire land for the purpose of removing residents and personal property from areas subject to severe flood and erosion hazards.

Project Justification
The acquisition of floodprone lands provide multiple community benefits including natural moderation of floods by reducing flow velocities, increased groundwater recharge, protection of wildlife habitat, and preservation of open space.

Project Name
La Cholla Boulevard: Magee Road to Overton Road RTA 04

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
16,396,373	9,000,000	495,000	0	2,168,829	300,000	0	28,360,202

Increase/(Decrease) from Prior Year

O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
Personal Services					
Supplies & Services			1,000		
Capital					
Total O&M	0	0	1,000	0	0
Revenue	0	0	0	0	0
Net Fund Impact	0	0	(1,000)	0	0
Additional FTEs	0.0	0.0	0.0	0.0	0.0

Department
Transportation

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 2013/2014 - 2017/2018 AND BEYOND

Project Name
System-Wide Conveyance Rehabilitation

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
0	0	449,000	4,000,000	11,000,000	11,000,000	0	26,449,000

Department
Regional Wastewater Reclamation

Increase/(Decrease) from Prior Year

O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
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
PCRWRD is focused on rehabilitating, repairing, or replacing the aging conveyance system throughout Pima County in compliance with the Capacity, Management, Operation, and Maintenance (CMOM) permit.

Project Justification
Planned rehabilitation of the conveyance system will reduce the possibility of potential failures and their associated liabilities, including environmental concerns and sanitary sewer overflows resulting in regulatory fines.

Project Name
La Canada Drive: Ina Road to River Road

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
19,218,906	9,393,003	0	2,715,854	0	0	0	31,327,763

Department
Transportation

Increase/(Decrease) from Prior Year

O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
Personal Services					
Supplies & Services		2,600			
Capital					
Total O&M	0	2,600	0	0	0
Revenue	0	0	0	0	0
Net Fund Impact	0	(2,600)	0	0	0
Additional FTEs		0.0	0.0	0.0	0.0

Project Description
Widen La Canada from the existing 2/3 lane roadway to 4 lanes with medians, turn lanes, bike lanes, sidewalks, equestrian paths, and new drainage structures at wash crossings throughout the corridor.

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.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name
Broadway Boulevard: Euclid Avenue to Campbell RTA17

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
1,347,247	0	0	0	5,000,000	5,500,000	13,152,753	25,000,000

Increase/(Decrease) from Prior Year

O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
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

Department
Transportation

Project Description
Increase the number of lanes on Broadway Boulevard from Euclid Avenue to Campbell, including improved intersections, traffic signals, a landscaped median, multi-use lanes, sidewalks, street lighting, storm drains, public art, and other urban arterial features. Replace the current five-lane section with a contemporary urban arterial.

Project Justification
Reduce congestion and enhance safety along Broadway Boulevard as well as providing significant opportunities to revise the urban streetscape and development pattern along Tucson's main street.

Project Name
Pavement Preservation Program FY2014

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
0	5,000,000	5,000,000	5,000,000	5,000,000	5,000,000	0	25,000,000

Increase/(Decrease) from Prior Year

O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
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

Department
Transportation

Project Description
The purpose of this project is to rehabilitate existing urban arterial and collector streets and rural roads that have experienced various degrees of deterioration. Pavement preservation alternatives will extend roadway life and provide improved riding and driving conditions.

Project Justification
Roadways selected for pavement preservation measures are structurally sound, but do require varying degrees of preservation treatment to mitigate further degradation. Pavement preservation work is a maintenance function that has been routinely handled by PCDOT's Maintenance & Operations Division; however, because of current departmental budget restrictions available funds to do this work can only be spent in the capital improvement program. This is the reason for the creation of this project.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name
Magee Road/Cortaro Farms Road: Corridor Study & Thornydale Road to Mona Lisa

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
22,197,101	886,818	0	1,350,000	0	0	0	24,433,919

	Increase/(Decrease) from Prior Year				
O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
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

Department
Transportation

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
Magee Road/Cortaro Farms Road: Mona Lisa to La Canada

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
22,821,841	10,000	0	699,300	0	0	0	23,531,141

	Increase/(Decrease) from Prior Year				
O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
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

Department
Transportation

Project Description
Realigns and improves the Magee/LaCholla Intersection and change 2-lane roadway to a 4-lane desert parkway with sidewalks and bike lanes.

Project Justification
The project will reduce congestion and improve safety and mobility.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name
Sunset Rd Silverbell Rd to I-10 to River Rd
RTA 08

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
124,509	2,500,000	2,800,000	12,756,000	1,000,000	1,770,000	0	20,950,509

Department
Transportation

O&M Impact	Increase/(Decrease) from Prior Year FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
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
Design and construct Sunset Road from Silverbell Road across 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 Justification
This project adds a new connection across the Santa Cruz River and I-10 into the urban area via the Sunset Road extension to I-10 and to River Road.

Project Name
Valencia Road: Mark Road to Wade Road
RTA 21

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
4,242,259	3,174,159	11,944,742	0	1,563,000	0	0	20,924,160

Department
Transportation

O&M Impact	Increase/(Decrease) from Prior Year FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
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 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 2013/2014 - 2017/2018 AND BEYOND

Project Name
Thornydale: Cortaro Farms Road to Linda Vista Boulevard

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
953,412	0	0	909,755	8,000,000	10,800,000	0	20,663,167

Department
Transportation

O&M Impact	Increase/(Decrease) from Prior Year FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
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
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.

Project Justification
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
Kinney Road: Ajo Way to Bopp Road

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
3,369,980	0	2,028,629	7,067,500	7,919,500	0	0	20,385,609

Department
Transportation

O&M Impact	Increase/(Decrease) from Prior Year FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
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
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.

Project Justification
The project will reduce congestion and enhance safety along Kinney Road.

MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2013/2014 - 2017/2018 AND BEYOND

Project Name
Drexel Road: Tucson Boulevard to Alvernon Way

Department
Transportation

Capital Expenditures:

Prior Years	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	Beyond	Total
42,580	0	0	0	0	0	19,957,420	20,000,000

	Increase/(Decrease) from Prior Year				
O&M Impact	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18
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
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.

Project Justification
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. The term Object has replaced Account in the County's new business system.

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.

Appropriation Unit - A budgetary Chart of Accounts element in the County's financial and budgeting systems that comprises the budget for a group of accounts, such as Personnel Services. Use of the Appropriation Unit enforces budgetary controls at the Department level. When the entire budget for a group of accounts (appropriation unit) has been used, no additional expenses can be charged or encumbered to that appropriation unit without increasing its budget. Moving budgetary authority from one Appropriation Unit to another is handled through the Planning and Budgeting System.

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 2009–2013" presented in this section shows a history of assessment ratios.

Base Budget - 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).

Branch - A Branch consists of two categories: Pima County or Agency. All accounting entities are defined as one or the other and are summarized as such. A Branch is the highest summarization on the organizational chart.

Budget - A financial plan consisting of an estimate of proposed expenditures/expenses and their purposes for a given period along with the proposed revenue for 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 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 – See Planning and Budgeting System.

Bureau - A Bureau is a group of units that perform a department's line of business.

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.

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.

Cabinet - A Cabinet is a method of categorizing each department based on functional area. There are five broad functional areas: General Government Services, Community Resources, Justice & Law, Health Services, and Public Works.

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 - An expenditure by all funds, including Proprietary Funds, 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.

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 - Elements used to identify and classify all financial and budget data. Some of the Chart of Accounts elements include Fund, Cabinet, Department, Appropriation Unit, Revenue Source, Object, and Balance Sheet Account.

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 special fund derived from 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 Resources - 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; Natural Resources; Parks & Recreation; 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 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 OMB Circular A-87.

County Administration - See General Government Services

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 - An aggregation of Bureaus/Divisions that share a specific common purpose and are administered by a single director/manager or elected official. "Department" should not be confused with "Functional Area," which is a grouping of departments sharing a *broad* common purpose. In the accounting and budget systems, units are denoted by a four digit alphanumeric code.

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. Widows/widowers and disabled persons are eligible for partial exemptions determined by income and the 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 - The outflow of funds paid for goods or services in funds other than the Enterprise Fund and Internal Service Fund departments (the Proprietary Funds).

Expenditure Limitation - On June 3, 1980, Arizona voters approved Arizona Constitution, Article IX, Sections 20 and 21, prescribing an annually adjusted 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 - The value of goods and services consumed in the process of operating Proprietary Fund departments.

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.

Forecast - A projection of future revenues, expenses, population, building permits, assessed values, etc. based on historical and current economic, financial, and demographic information.

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 Resources, General Government Services, Justice & Law, 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 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 Government Services (formerly 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, Facilities Management, Fleet Services, Human Resources, Information Technology (includes Telecommunications, an internal service fund department), Non Departmental (Contingency, Debt Service, General Government Revenues, Mandated Payments, and Non Departmental), Office of Sustainability and Conservation, Office of Emergency Management and Homeland Security, Procurement, Recorder, and Treasurer.

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 approved 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.

HBTF - Health Benefits Trust Fund - A new internal service fund starting July 1, 2013 as a self-insurance program to provide medical, dental, life insurance and other health-related ancillary services to Pima County employees and their families. The primary sources of revenue for the fund are premium payments from employees and the County.

Arizona law requires that the funding for the self-insurance program be deposited in a trust established by the Pima County Board of Supervisors to satisfy the requirements of Arizona Revised Statutes §11-981. The approved trust document establishes Board of Trustees of qualified individuals that is appointed by and responsible to the Board of Supervisors for oversight of the trust.

Health Services - An organizational entity comprised of the departments of Environmental Quality, Health, Office of Medical Services, and Solid Waste Management.

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 and several street light improvement districts. The operation and maintenance budget of each improvement district 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 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.

IT - 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.

ITD - Information Technology Department - The department that manages the County's mainframe computer, network servers, wide area network, wireless radio services, and telecommunications.

JALE - Justice & Law - An organizational entity comprised of the departments of Clerk of the Superior Court, Constables, County Attorney, Forensic Science Center, Public Defender, Legal Defender, 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 units and 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 - see Visit Tucson

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 Chart of Accounts element referring to expenditures used in line item budgeting.

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.

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, the provision of health care at the adult and juvenile detention centers, the provision of mandated behavioral health services, administration and oversight of jail based Restoration to Competency program, and lease oversight of The University of Arizona Medical Center – South Campus, formerly Kino Community Hospital.

PCN - Position Control Number - A unique identifier used by the Position Control and Financial Planning systems to identify specific positions within the County.

PCWIN - Pima County Wireless Integrated Network - A bond project approved by voters in 2004 to enable simultaneous communication among 30 law enforcement, fire agencies and medical first responders through construction of new tower sites, new 911 dispatch facilities and a new communications and operations center.

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.

Personnel 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 started 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).

Planning and Budgeting System - The County's computerized network based budgetary planning and reporting system. It replaced the County's previous FPS planning and budgeting system on July 1, 2011.

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 - Computer 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.

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 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 2013/14, as 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, Regional Flood Control District, Public Works Administration, 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.

Revenue Source - A Chart of Accounts element referring to revenues used in line item budgeting.

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 sports organizations 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 primary residence taxpayers in each school district. Commonly called the "Homeowner's Rebate," this subsidy is known as Basic State Aid. During fiscal year 2013/14, 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.

Supplemental Package - 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 amount of taxes is due on October 1st of the tax year, and the second half-year amount of taxes is 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, which is levied only in the unincorporated area of the county, are distributed to the Stadium District (34%), the Economic Development and Tourism Special Revenue Fund (16%), and to Visit Tucson 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.

Unit - A Chart of Accounts element that is the lowest organizational level at which departments budget. Each unit is identified by a unique four digit identifier. Financial expenditure/expense transactions are recorded by fund/unit/object, while revenue transactions are recorded by fund/unit/revenue source.

The University of Arizona Medical Center - South Campus - The hospital, formerly known as Kino Community Hospital, is operated by The University of Arizona Health Network under a 25 year lease agreement 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. This reduction to the personal services budget allows the department to use these amounts to fund other items.

Visit Tucson (formerly known as MTCVB) - 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. Visit Tucson's film office also promotes the region as a location for the television, motion picture, and advertising industries.

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 Motor Vehicle Division of the Arizona Department of Transportation 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 source as State Revenue Vehicle License Tax – 4117.)

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. The zero based budgeting program has been postponed since fiscal year 2007/08.

DEPARTMENT LISTING FOR FISCAL YEAR 2013/2014

Department / Bureau

Assessor
- Assessor

Board of Supervisors
- Board of Supervisors

Capital Projects
- Capital Projects

Clerk of the Board
- Clerk of the Board

Clerk of the Superior Court
- Clerk of the Superior Court
- Clerk of the Superior Court - Child Support Incentive
- Clerk of the Superior Court - Document Storage & Retrieval
- Clerk of the Superior Court - Local Court Automation Fund
- Clerk of the Superior Court - Spousal Maintenance Enforcemt
- Clerk of the Superior Court - Time Pay Fees
- Clerk of the Superior Court Address Confidentiality Fee
- Clerk of the Superior Court Judicial Collection Enhancement
- Clerk of the Superior Court Victim Location Fund

Communications Office
- Communications Office

Community & Economic Development Administration
- Community & Economic Development Administration

Community Development & Neighborhood Conservation
- Community Development & Neighborhood Conservation
- Housing Trust Fund
- Neighborhood Conservation
- Neighborhood Conservation Grants

Community Services, Employment & Training
- Community Services Employment & Training
- Employment & Training Grants
- Pima Vocational High School

Constables
- Constables

County Administrator
- County Administrator

County Attorney
- County Attorney
- County Attorney - Bad Check Program
- County Attorney - Consumer Protection
- County Attorney - Employer Sanctions
- County Attorney - Fill the Gap
- County Attorney - Law Enforcement Antiracketeering
- County Attorney - Victim Restitution
- County Attorney - Victim Witness Comp

DEPARTMENT LISTING FOR FISCAL YEAR 2013/2014

Department / Bureau

County Attorney Grants

County Free Library

County Free Library
County Free Library Grants

Development Services

Development Services

Economic Development & Tourism

ED&T Leased Property
ED&T Outside Agency
ED&T Special Revenue

Elections

Elections
Elections Grants

Environmental Quality

Environmental Quality
Environmental Quality Grants

Facilities Management

Facilities Management
Facilities Management - Facilities Renewal
Facilities Management Grants
Parking Garages
Public Works Building

Finance & Risk Management

Finance
Improvement District Formation Fund
Print Shop
Risk Management

Fleet Services

Fleet Services

Forensic Science Center

Forensic Science Center
Forensic Science Center Grants
Forensic Science Center Special Revenue

Health

Health
Health - Grants
Health - Pima Animal Care Center

Human Resources

Human Resources
Health Benefits

Information Technology

Information Technology
Communications - Wireless Services
Information Technology Enhancement

DEPARTMENT LISTING FOR FISCAL YEAR 2013/2014

Department / Bureau

Information Technology Telecom

Justice Court Ajo

Justice Court Ajo
Justice Court Ajo Address Confidentiality Fee
Justice Court Ajo Automation Fund
Justice Court Ajo Fare Special Revenue
Justice Court Ajo Fill the Gap
Justice Court Ajo Grants
Justice Court Ajo Photo Traffic Enforcement
Justice Court Ajo Special Revenue
Justice Court Ajo Time Pay Fees

Justice Court Green Valley

Justice Court Green Valley
Justice Court Green Valley Address Confidentiality Fee
Justice Court Green Valley Automation Fund
Justice Court Green Valley Fare Special Revenue
Justice Court Green Valley Fill the Gap
Justice Court Green Valley Photo Traffic Enforcement
Justice Court Green Valley SB1398
Justice Court Green Valley Time Pay Fees

Justice Court Tucson Consolidated

Justice Court Tucson
Justice Court Tucson $1 Allocation SB1398
Justice Court Tucson Automation Fund
Justice Court Tucson Confidentiality Fee
Justice Court Tucson Fare Special Revenue
Justice Court Tucson Fill the Gap
Justice Court Tucson Grants
Justice Court Tucson Photo Traffic Enforcement
Justice Court Tucson Probation Fee
Justice Court Tucson Time Pay Fees

Juvenile Court

Juvenile Court
Juvenile Court Grants
Juvenile Court State Funds
Juvenile Court Victom Restitution
Juvenile Probation Services
Juvenile Title IV-E

Kino Sports Complex

Kino Sports Complex

Legal Defender

Legal Defender
Legal Defender Training Fund

DEPARTMENT LISTING FOR FISCAL YEAR 2013/2014

Department / Bureau

Natural Resources, Parks & Recreation
- Natural Resources Parks and Recreation
- Natural Resources Parks and Recreation Special Programs
- Parks & Recreation Grants

Non Departmental
- Non Departmental
- Contingency
- Debt Service
- Finance
- General Government Revenues
- Mandated Payments
- Non Departmental
- PHS Transition Fund

Office of Court Appointed Counsel
- Contract Attorneys
- Office of Court Appointed Counsel

Office of Emergency Management & Homeland Security
- Office of Emergency Management & Homeland Security
- Office of Emergency Management & Homeland Security - Grants
- OEM Radio System SRF

Office of Medical Services
- Office of Medical Services
- Office of Medical Services Grants

Office of Sustainability and Conservation
- Office of Sustainability and Conservation
- Office of Sustainability and Conservation Grants

Procurement
- Procurement

Public Defender
- Public Defender
- Public Defender Fill the Gap
- Public Defender Training Fund

Public Fiduciary
- Public Fiduciary

Public Works Administration
- Public Works Administration

Recorder
- Recorder
- Recorder Document Storage & Retrieval
- Recorder - Grants

Regional Flood Control District
- Regional Flood Control District
- Regional Flood Control District Grants

DEPARTMENT LISTING FOR FISCAL YEAR 2013/2014

Department / Bureau

Regional Wastewater Reclamation
- Regional Wastewater Reclamation
- Regional Wastewater Reclamation Debt Service

School Superintendent
- School Superintendent
- School Reserve Fund

Sheriff
- Sheriff
- Sheriff AZ Traffic Violation Fund
- Sheriff CNA Antiracketeering Fund
- Sheriff Commissary Operations
- Sheriff Criminal Justice Enhancement
- Sheriff Federal RICO Fund
- Sheriff Grants
- Sheriff Inmate Welfare Fund
- Sheriff State Rico Fund

Solid Waste
- Solid Waste Management
- Tire Fund

Stadium District
- Stadium District

Superior Court
- Superior Court
- Superior Court Mandated Services
- Superior Court - Fill the Gap
- Superior Court AOC Appropriated Funds
- Superior Court Child Support Visitation
- Superior Court Conciliation
- Superior Court County Law Library
- Superior Court Grants
- Superior Court Local Court Automoation Fund
- Superior Court Probate
- Superior Court Probation Services

Transportation
- Transportation
- Transportation Grants

Treasurer
- Treasurer
- Taxpayer Information Fund

PIMA COUNTY, ARIZONA
BOARD OF SUPERVISORS POLICY

Subject: Budget Accountability	Policy Number	Page
	D 22.2	1 of 2

PURPOSE

To establish guidelines for transparency and accountability of expenditures incurred by County departments.

BACKGROUND

Pursuant to the Constitution and Statues of Arizona governing the financial responsibilities of counties:

1. The Board of Supervisors must annually adopt a balanced budget for the operation of Pima County government.

2. Within that annual budget the Board has the authority and responsibility to determine the individual budgets of all elected and appointed County officers.

3. Elected and appointed officers of the County may not expend public monies in excess of those appropriated by the Board.

4. Elected and appointed officers of the County may not expend public monies for a purpose not included in the annual budget adopted by the Board or expend public monies in excess of the amount specified for each purpose in the budget.

5. In order to perform their financial duties the Board may examine and scrutinize all accounts and financial transitions of County officers having the care, management, collection or disbursement of public monies.

6. The Board of Supervisors acting in its legislative capacity has exclusive authority to annually levy such tax on the property of the County as is necessary to fund the expenses of County government at a level the Board determines to be appropriate.

POLICY

A. The County Administrator shall, by Administrative Procedure, prepare appropriate budgetary controls to identify revenues and expenditures by elected and appointed officers in sufficient detail for the Board of Supervisors to oversee compliance with Constitutional and statutory financial responsibilities and compliance with the annual appropriations by the Board of Supervisors. Such controls should include, among other controls, periodic reports of significant variances from the major revenue and expenditure categories contained in the adopted budget.

B. Budget Exceedance

The County Administrator shall provide each director or officer of a department of the County a monthly report 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 December 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.

Revised: July 12, 2011

PIMA COUNTY, ARIZONA
BOARD OF SUPERVISORS POLICY

Subject:	Policy Number	Page
Performance Audits of County Departments	D 22.3	1 of 3

Purpose

To establish a countywide policy for the use of performance audits to facilitate and enhance the effectiveness and efficiency of County departments and programs.

Background

Pursuant to law the Board of Supervisors must each year adopt a balanced budget for the operation of Pima County government that appropriates sufficient funding to "pay as you go". Correspondingly, elected and appointed officials and managers of the County cannot, pursuant to law, expend monies in excess of the amount appropriated by the Board. Notwithstanding this requirement, each fiscal year numerous County offices, departments and programs have historically overspent their budget or under realized budgeted revenues thereby creating substantial fiscal uncertainty and an inability for the Board to adequately meet its responsibility to plan for the budgetary needs of the County.

To constructively address this problem performance audits will be utilized pursuant to this policy to professionally and independently evaluate how funding is being used and managed to achieve program results and to recommend appropriate improvements to facilitate increased efficiency and effectiveness.

Policy

A. **Definitions**

In this policy, unless the context otherwise requires:

1. "Audit objectives" means the specific issues to be addressed and results to be achieved by an audit.

2. "Audit scope" means the programs, activities and functions to be included in an audit

3. "Economy and Efficiency Audit" means an audit that determines:

   (a) Whether the department is acquiring, protecting and using its resources economically and efficiently,

   (b) The causes of identified inefficiencies or uneconomical practices, and

   (c) Whether the department has complied with applicable laws, regulations and policies relating to economy and efficiency.

4. "Management controls" means the plan of organization, methodology and procedures adopted by management to measure and report performance and ensure that operational and departmental goals are met.

5. "Net Fund Impact" or "NFI" means the calculation that quantifies the difference between revenues and expenditures for a department.

6. "Performance Audit" means the objective and systematic examination of evidence for the purpose of providing an independent assessment of the performance of a County department, program, activity or function in order to provide information to improve accountability to the public and facilitate fiscal and programmatic decision-making including the initiation of appropriate corrective action and includes an economy and efficiency audit and a program audit.

7. "Program Audit" means an audit that determines:

   (a) The extent to which desired results or benefits are being achieved,

   (b) The effectiveness of programs, activities, or functions, and

   (c) Whether the department complies with laws, regulations and policies applicable to programs, activities, or functions.

B. **Performance Audits to be Undertaken**

Each year those departments that exceeded their budgeted NFI for the previous fiscal year by more than $250,000 shall be subject to a performance audit as described in Section D below. The County Administrator, based upon a review of the previous fiscal year's expenditures and revenues related to each program within such a department, may limit the scope of the performance audit to only those programs, activities or functions that substantially contributed to the NFI exceedance or that have a cash deficit.

C. **Selection of Auditors**

The County Administrator shall, at least biennially, advertise for interested consultants qualified to perform audits pursuant to this policy on an as needed basis. A Request for Qualifications shall be sent to each consultant who responds to the advertisement and to all certified MWBE firms qualified to perform the types of audits listed in the advertisement. All Qualifications Statements submitted in response to the Request for Qualifications shall be maintained by the County Administrator's Office. As performance audits are required pursuant to this policy, the County Administrator shall negotiate contracts with particular consultants based on subject matter expertise, availability and/or resources appropriate to the size of each audit. The contract shall identify the scope of work and the specific objectives for each audit. The contracts shall be executed by the County Administrator or the Board as required by the County Code.

D. **Performance Audit Objectives and Conduct**

Each performance audit shall include a program audit and an economy and efficiency audit guided by specific audit objectives developed for each performance audit. The objectives of each performance audit may include, but are not limited to:

1. Determination of the cause(s) of NFI exceedance.
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 improvement.

Each department subject to a performance audit, including all of its personnel, shall fully cooperate and assist the auditors and make all records. documents and information not confidential by law available for use by the auditors.

E. **Audit Report**

Upon completion of the audit an Audit Report shall be transmitted to each member of the Board of Supervisors, the County Administrator and the official or director of the audited department that includes at least the following:

1. Audit scope, objectives and methodology.
2. Significant findings and conclusions developed in response to each audit objective.
3. Recommendations for actions to correct deficiencies and improve operations.
4. All instances of significant noncompliance.
5. The comments of the department official or director concerning the auditor's findings, conclusions and recommendations including plans to correct deficiencies.
6. Noteworthy accomplishments of the department.
7. The nature of any material information omitted from the report and the reason for its nondisclosure.

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PIMA COUNTY, ARIZONA
BOARD OF SUPERVISORS POLICY

Subject:	Policy Number	Page
Tax Reduction and Debt Retirement Fund	D 22.4	1of1

Purpose

The purpose of this policy is to establish a Pima County Tax Reduction and Debt Retirement Fund to be used to reduce cash flow borrowing as well as reduce or offset property tax rate increases that would otherwise be required to retire long term deficits within the County or fund other one-time expenditures necessary to provide for the health, safety or welfare of County residents.

Policy

There is established a Pima County Tax Reduction and Debt Retirement Fund. The Fund consists of unrestricted monies specifically budgeted or transferred to the Fund by the Board of Supervisors.

Monies to be considered by the Board for potential budgeting or transfer to the Fund shall include:

1. Unanticipated reimbursements for previously provided services.
2. Unbudgeted revenues from newly implemented fee schedules.
3. Unbudgeted revenue sharing or cost savings resulting from actions of the state or federal government.
4. Proceeds from the sale of County assets.
5. Unbudgeted monetary judgments in favor of the County.

The minimum target balance for the Fund is five million dollars and may be increased by recommendation of the County Administrator and approval by the Board.

The Fund shall be used by the Board of Supervisors in adopting the annual operating budget for the County to reduce the amount of countywide taxes that would otherwise be necessary to be levied.

Expenditures and uses of the Fund may include:

1. Fiscal stabilization by supplementing revenues during economic downturns. Such use shall include a plan to implement appropriate budgetary and financial management changes to accommodate the new, constrained economic environment.
2. Retiring outstanding long and/or short term debt.
3. Reduction of cash flow borrowing.
4. Funding of one-time capital purchases with cash to avoid incurring debt, as long as sufficient reserves remain to ensure financial stability.
5. Funding of outstanding but otherwise unfunded liabilities of the County including liabilities associated with major County assets.

The County Administrator shall include within the annual Recommended Budget recommendations consistent with this policy for allocations to and expenditures from the Fund. During a Fiscal Year the County Administrator may recommend to the Board that monies identified by this policy be transferred into the Fund.

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PIMA COUNTY, ARIZONA
BOARD OF SUPERVISORS POLICY

Subject: Periodic Review of Departmental Base Budgets	Policy Number	Page
	D 22.5	1of1

Purpose

To provide for a periodic, comprehensive review of the base budgets of all County departments; to thoroughly reevaluate the expenditures and revenues attributable to each program within a department; and to determine optimal levels of funding that coincide with workload, projected revenues, operational management controls and policy priorities.

Background

Pima County uses a system of target base budgeting to develop and recommend to the Board of Supervisors an annual operating budget. Under this system a department's budgeted expenditures and revenues are adjusted from year-to-year only to the extent that readily identifiable changes to laws or factual circumstances directly impact expenditures or revenues or to implement specific actions of the Board. The cumulative effect of target base budgeting is that ongoing programs within departments are never subject to a comprehensive, systematic reevaluation that examines whether expenditures and revenues originally assigned within the base continue to be justified within the context of changing service demands and overall County policies and priorities. This policy addresses this deficiency by providing for such reevaluation for all departments on a periodic basis.

Policy

A. **Utilization of Zero-Base Budgeting** - Beginning with fiscal year 2000/2001, every department in Pima County shall develop an annual operating budget at least once during each subsequent four year period using zero-base budgeting methodology as described in subsection B of this policy. The County Administrator shall, prior to December 1, forward to the Board of Supervisors for approval a list of departments recommended for zero-base budget development for the next fiscal year. For fiscal year 2000/2001 the County Administrator's recommended list shall emphasize departments that exceeded budgeted net fund impact in fiscal year 1998/1999.

B. **Zero-Base Budgeting Methodology** - The County Administrator shall develop, adopt and implement administrative procedures for zero-base budget development that accomplish the following policy objectives:

1. Requires a department and all of its programs to build a budget from zero to a level based upon actual services performed.

2. Compares the projected cost of services provided by each program with costs incurred by other public providers of that service.

3. Requires departments to prioritize and justify the continued existence of each of their programs.

4. Provides the Board of Supervisors with additional relevant information to facilitate a decision as to whether each program within a department should be continued, discontinued or continued at an increased or decreased level of funding and service delivery. This information should include a description of the projected impacts of incremental reductions to funding received by each program in the previous fiscal year.

5. Requires departments to submit separate zero-base budget requests for new or expanded services.

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PIMA COUNTY, ARIZONA
BOARD OF SUPERVISORS POLICY

Subject: Policy for Administering Grants	Policy Number	Page
	D 22.6	1 of 2

Purpose

The purpose of this policy is to establish uniform guidelines and responsibilities regarding the administration of grants within Pima County.

Background

Grants are a critical source of revenue that supplement or fully fund many Pima County programs and projects that benefit the citizens of Pima County. Grants have aided the County in provision of a wide range of services, such as human services initiatives, law enforcement technology upgrades, road construction and health programs. Utilizing revenue from grants to fund authorized programs and operations benefits the public by reducing reliance on tax revenues. Efforts to identify, pursue and obtain grant funding is a priority for Pima County.

The acceptance and use of grant funding, however, obligates the County to undertake extra responsibilities, to commit valuable resources, and to comply with conditions or requirements beyond normal operations. Therefore, proper approvals and prudent monitoring for all grants are necessary to ensure that the County does not incur unnecessary obligations or become exposed to undue liabilities.

To mitigate these risks, standardized and centralized coordination and facilitation of grant administration is required. A standardized, centralized structure assures objective assessment and timely pursuit of grant funding opportunities consistent with Pima County's best interest, clear definition of roles and responsibilities throughout the full grant life cycle (funding opportunity, application, award, implementation, evaluation and close out), clear channels for communication, and implementation of protocols required to comply with applicable laws, rules, regulations and conditions that govern grants.

Policy

It is the policy of the Pima County Board of Supervisors that the County will actively seek, apply for, and accept grants, when such grants serve the interests, purpose or mission of a County program or operation and when such grants do not obligate or expose the County to unacceptable conditions, requirements or liabilities.

Due to the nature and complexity of grant requirements and the risks associated with non-compliance to such requirements, Pima County shall implement a County wide, standardized, centralized oversight model for key components of grant administration. Standardized and centralized processes shall be implemented that ensure:

- Coordination of timely, effective pursuit of appropriate grant funding opportunities
- Board of Supervisor acceptance of grant awards, as required
- Implementation of comprehensive grant compliance and fiscal procedures

- Oversight of grant compliance, monitoring proper grant reporting, and prompt, effective audit issue resolution
- Adequate control by individual departments of specialized services and programs that require technical knowledge.

Implementation

The County Administrator shall develop and distribute administrative procedures governing uniform grant administration consistent with this Policy.

Revised: July 12, 2011

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, 2013, 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, 2014 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 2012/13, the secondary tax rate was $0.7800 per $100 of assessed valuation, and will remain at that level for fiscal year 2013/14.

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:

	User Fees	Connection Fees
Fiscal Year 1999/2000	5.3%	11%
Fiscal Year 2000/01	5%	11%
Fiscal Year 2001/02	3.8%	12%
Fiscal Year 2002/03	5%	12%
Fiscal Year 2003/04	-	12%
Fiscal Year 2004/05	4%	6%

Additional sewer revenue bonds in the amount of $150,000,000 were approved in the special bond election held on May 18, 2004. Per Pima County Board of Supervisors Ordinance No. 2004-18, user fees can increase as much as eight percent and connection fees can increase as much as 12 percent as a result of the new issuance. Actual increases were eight percent and 10 percent, respectively.

Per Pima County Ordinance No. 2006-52, user fees 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 and implemented as approved.

Transportation revenue bonds, authorized in the November 1997 bond election, are repaid with Highway User Revenue Fund (HURF) revenues. Arizona Revised Statute § 11-378 requires specific ratios between HURF revenues and debt service payments. Aggregate debt service payments budgeted for fiscal year 2013/2014 are within the statutory requirements.

Certificates of Participation (COPs) 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. Pima County finances a variety of acquisitions and improvement projects using COPs as financing including the acquisition of the Bank of America Building, construction of the Downtown Courts Complex and improvements to the County's wastewater management infrastructure.

Repayment terms for COPs may be structured over a term of up to fifteen years. Payments for principal and interest on certificates of participation are made with funds transferred from County departments that benefit from the specific assets acquired. Examples include County Free Library,

Development Services, Fleet Services, General Fund, Parking Garages, Regional Flood Control, Regional Wastewater Reclamation, Stadium District, Telecommunications, Transportation etc.

In addition to the General Obligation Bonds, Revenue Bonds, and Certificates of Participation discussed above, the Adopted Budget further provides for an additional issue of $70,000,000 in Sewer Revenue Obligations for required improvements to the County's wastewater reclamation system in fiscal year 2013/14.

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. In 2013, these Certificates were refunded with a new issue, Series 2013B.

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. There is currently no improvement district debt outstanding.

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
2014	$44,415,000	$15,005,084	$59,420,084
2015	41,668,333	18,942,433	60,610,766
2016	42,323,333	14,449,900	56,773,233
2017	43,978,333	13,055,365	57,033,698
2018	41,603,333	11,597,106	53,200,439
2019	45,033,333	10,066,648	55,099,981
2020	43,413,333	8,456,002	51,869,335
2021	39,838,333	6,935,596	46,773,929
2022	41,393,333	5,449,235	46,842,568
2023	29,283,333	3,805,652	33,088,985
2024	20,338,333	2,616,163	22,954,496
2025	13,318,333	1,795,529	15,113,862
2026	13,843,333	1,218,346	15,061,679
2027	9,488,333	617,913	10,106,246
2028	5,418,333	270,067	5,688,400
2029	1,333,333	53,334	1,386,667
TOTALS	**$476,689,995**	**$114,334,373**	**$591,024,368**

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 percent margin voter approval. Legal debt margin projected at June 30, 2014 is as follows:

	15% Limitation
Secondary Net Assessed Valuation	$7,623,691,280
Debt Limit	1,143,553,692
General Obligation Bonds Outstanding	(476,689,995)
Assets Available for Principal	19,466,384
Debt Applicable to Limit	(457,223,611)
Legal Debt Margin	$686,330,081

Legal Debt Margin Percentage:

General Obligation Bonds Outstanding	$ 476,689,995	= 6.25%
Secondary Net Assessed Valuation	$ 7,623,691,280	

LONG TERM DEBT

Transportation Bonds

Payment Source

Payments for principal and interest on transportation bonds are made from Highway User Revenue

Debt Service Requirements

The debt service requirements on transportation bonds are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2014	$12,425,000	$4,969,363	$17,394,363
2015	13,976,667	5,288,337	19,265,004
2016	14,496,667	4,579,959	19,076,626
2017	15,116,667	3,926,354	19,043,021
2018	15,706,667	3,308,524	19,015,191
2019	14,351,667	2,672,420	17,024,087
2020	14,946,667	2,129,354	17,076,021
2021	9,956,667	1,568,050	11,524,717
2022	10,356,667	1,198,020	11,554,687
2023	5,316,667	796,417	6,113,084
2024	5,486,667	583,750	6,070,417
2025	2,526,667	364,283	2,890,950
2026	2,586,667	263,217	2,849,884
2027	2,631,667	174,950	2,806,617
2028	1,066,667	85,333	1,152,000
2029	1,066,662	42,667	1,109,329
TOTALS	**$142,015,000**	**$31,950,998**	**$173,965,998**

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 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	$18,288,321
Series 2014	$48,231,591	$19,265,004

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 is summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2014	$2,390,000	$505,581	$2,895,581
2015	2,360,000	428,927	2,788,927
2016	2,520,000	334,750	2,854,750
2017	2,650,000	205,500	2,855,500
2018	2,785,000	69,625	2,854,625
TOTALS	**$12,705,000**	**$1,544,383**	**$14,249,383**

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, General Fund, Health, Parking Garages, PHS Transition Fund, Print Shop, 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 planned issues in fiscal year 2013/2014 are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2014	$38,225,000	$6,083,203	$44,308,203
2015	31,745,000	4,449,426	36,194,426
2016	16,935,000	4,424,730	21,359,730
2017	12,415,000	3,748,907	16,163,907
2018	12,815,000	3,176,030	15,991,030
2019	13,510,000	2,606,532	16,116,532
2020	11,195,000	2,007,250	13,202,250
2021	10,705,000	1,520,875	12,225,875
2022	11,110,000	1,036,750	12,146,750
2023	8,575,000	533,375	9,108,375
2024	5,800,000	232,000	6,032,000
TOTALS	**$173,030,000**	**$29,819,078**	**$202,849,078**

Summary of Debt Service Fund Expenditures

Long Term Debt:	
General Obligation Bonds (GOB)	$59,420,084
Transportation Revenue Bonds	17,394,363
Stadium District Debt	2,895,581
Certificates of Participation	44,308,203
Total Long Term Debt	$124,018,231
Fiscal and Other Charges	25,240
Total Budgeted Debt Service Expenditures	$124,043,471

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
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	2,071,485	62,602	2,134,087
TOTALS	**$19,699,116**	**$3,775,824**	**$23,474,940**

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
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	3,730,000	149,200	3,879,200
TOTALS	**$154,415,000**	**$38,300,153**	**$192,715,153**

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
2014	$18,340,000	$24,012,025	$42,352,025
2015	23,596,667	24,746,325	48,342,992
2016	24,271,667	23,639,792	47,911,459
2017	37,576,667	22,792,292	60,368,959
2018	39,031,667	21,145,850	60,177,517
2019	40,681,667	19,312,558	59,994,225
2020	42,476,667	17,328,267	59,804,934
2021	44,301,667	15,316,500	59,618,167
2022	46,206,667	13,228,083	59,434,750
2023	48,196,667	11,044,417	59,241,084
2024	50,381,667	8,681,250	59,062,917
2025	52,666,667	6,208,833	58,875,500
2026	32,721,667	3,622,167	36,343,834
2027	34,121,667	2,032,750	36,154,417
2028	4,666,667	373,333	5,040,000
2029	4,666,662	186,666	4,853,328
TOTALS	**$543,905,000**	**$213,671,108**	**$757,576,108**

Regional Wastewater Reclamation Sewer Obligations

Sewer revenue obligations in the amount of $70,000,000 are planned for issuance in fiscal year 2013/2014. 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 four 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 bonds.

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 total tax is based on the *net assessed values* of the property. Each *net assessed value* is set by multiplying the respective *full cash* or *limited* value 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 property is set by the County Assessor or the Arizona Department of Revenue in accordance with standards and procedures established by the Arizona Legislature and Arizona Department of Revenue. 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, with the formula providing the greater amount being used as the *limited value* for the year. One formula increases the *limited value* by 10 percent more than the previous year's *limited value*, while the other formula produces an increase in the *limited 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* determined by either formula can never be greater than the property's *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, with each class having a different *assessment ratio*. 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, and disabled individuals 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 property 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 *secondary assessed value* to derive the taxable secondary *net assessed value*. The same is done to the *primary*, or *limited*, *value* to derive the taxable primary *net assessed value.*

For the current year, the County's taxable *secondary net assessed value* decreased by 6.70 percent from the previous year, as market values for property two years ago declined. The taxable *primary*, or *limited*, *net assessed value* decreased by 6.38 percent.

Endnotes

[1] See Full Cash Value By Class: 2009-2013.

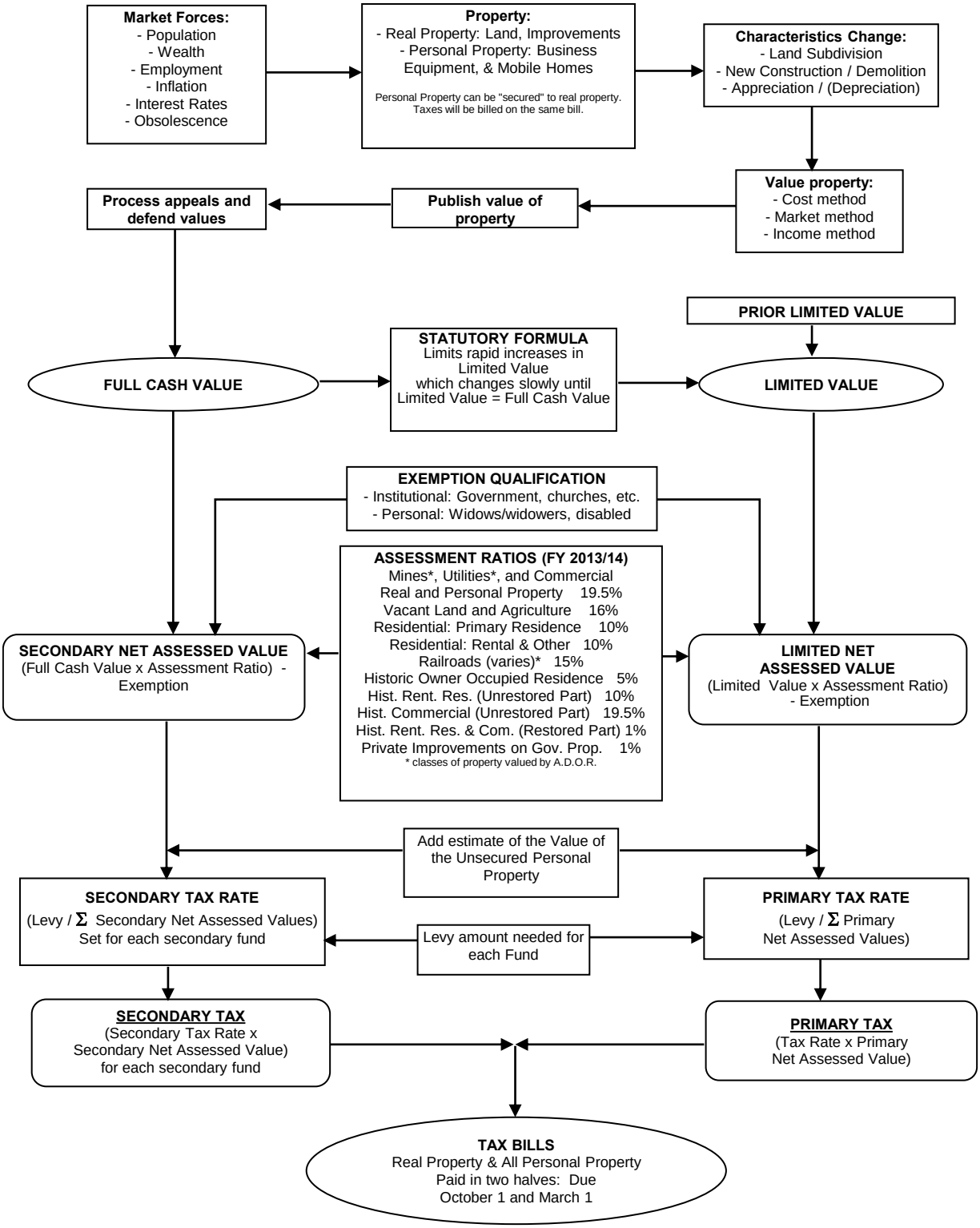
[2] See Limited Value By Class: 2009-2013.

[3] See Assessment Ratios By Class: 2009-2013.

[4] See Secondary Net Assessed Value By Class: 2009-2013.

[5] See Primary Net Assessed Value By Class: 2009-2013.

COMPONENTS OF ARIZONA'S PROPERTY TAX SYSTEM



FULL CASH VALUE BY CLASS FOR TAX YEARS 2009-2013

Legislative Class	2009 Amount	2009 % of Total	2010 Amount	2010 % of Total	2011 Amount	2011 % of Total	2012 Amount	2012 % of Total	2013 Amount	2013 % of Total
I. 8 -12. Commercial R.P., Mines & Utilities	10,723,625,990	12.17%	11,669,279,111	13.53%	11,853,234,847	14.79%	12,110,969,552	15.58%	12,345,774,193	16.55%
I. 11, 13. Commercial & Telecommunications P.P.	2,256,220,764	2.56%	2,135,638,299	2.48%	1,884,980,719	2.35%	1,863,832,058	2.40%	1,330,728,734	1.78%
All Class I Property	12,979,846,754	14.73%	13,804,917,410	16.01%	13,738,215,566	17.14%	13,974,801,610	17.98%	13,676,502,927	18.33%
II. R. Vacant Land / Agricultural R.E.	11,488,270,826	13.04%	11,227,165,868	13.02%	11,578,268,631	14.45%	11,645,859,911	14.98%	12,228,776,011	16.40%
II. P. Vacant Land / Agricultural P.P.	53,089,988	0.06%	65,795,484	0.08%	67,916,575	0.08%	69,184,640	0.09%	69,054,943	0.09%
All Class II Property	11,541,360,814	13.10%	11,292,961,352	13.10%	11,646,185,206	14.53%	11,715,044,551	15.07%	12,297,830,954	16.49%
III. Residential, Owner Occupied	52,821,161,537	59.96%	50,009,833,125	58.00%	44,582,602,406	55.62%	40,699,227,418	52.36%	37,227,263,168	49.91%
IV. Residential, Renter Occupied	10,008,610,719	11.36%	10,363,649,288	12.02%	9,466,687,034	11.81%	10,387,279,288	13.36%	10,473,817,244	14.04%
V. Railroads	40,514,870	0.05%	44,374,565	0.05%	48,559,518	0.06%	56,409,827	0.07%	58,865,050	0.08%
VI. Historic Owner Residential, Enterprise & Trade Zones	694,227,932	0.79%	687,648,377	0.80%	647,790,154	0.81%	882,660,907	1.14%	841,059,802	1.13%
VII. Historic Commercial	6,775,267	0.01%	5,666,201	0.01%	4,913,304	0.01%	5,140,936	0.01%	6,225,902	0.01%
VIII. Historic Rental Residential	3,256,451	0.00%	3,672,798	0.00%	2,552,985	0.00%	2,376,277	0.00%	917,924	0.00%
IX. Possessory Interests	n/a	n/a	16,178,980	0.02%	14,967,074	0.02%	8,144,801	0.01%	7,583,778	0.01%
Total For All Property	88,095,754,344		86,228,902,096		80,152,473,247		77,731,085,615		74,590,066,749	
Percent Change From Previous Year	2.44%		-2.12%		-7.05%		-3.02%		-4.04%	

Sources: Values for 2009 through 2011 from Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," July assessment roll. Beginning 2012, values from Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," January assessment roll.

Abbreviations: R.P. - Real Property, P.P. - Personal Property, R.E. - Real Estate.

LIMITED VALUE BY CLASS FOR TAX YEARS 2009-2013

Legislative Class	2009[1] Amount	% of Total	2010[2] Amount	% of Total	2011[2] Amount	% of Total	2012[2] Amount	% of Total	2013[2] Amount	% of Total
I. 8-12. Commercial R.P., Mines & Utilities	9,744,578,744	12.09%	10,703,385,108	13.00%	11,299,848,905	14.48%	11,839,619,336	15.56%	12,120,738,012	16.54%
I. 11, 13. Commercial & Telecommunications P.P.	2,060,625,193	2.56%	2,185,268,260	2.65%	1,855,522,424	2.38%	1,847,871,364	2.43%	1,318,886,809	1.80%
All Class I Property	11,805,203,937	14.65%	12,888,653,368	15.65%	13,155,371,329	16.86%	13,687,490,700	17.99%	13,439,624,821	18.34%
II. R. Vacant Land / Agricultural R.E.	9,283,115,939	11.52%	9,304,087,886	11.30%	10,248,274,772	13.13%	10,518,994,198	13.83%	11,282,314,776	15.40%
II. P. Vacant Land / Agricultural P.P.	27,978,510	0.03%	52,004,951	0.06%	64,870,571	0.08%	69,109,593	0.09%	68,923,430	0.10%
All Class II Property	9,311,094,449	11.55%	9,356,092,837	11.36%	10,313,145,343	13.22%	10,588,103,791	13.92%	11,351,238,206	15.50%
III. Residential, Owner Occupied	49,705,721,781	61.67%	49,559,640,578	60.18%	44,509,916,327	57.04%	40,645,916,296	53.42%	37,194,981,439	50.77%
IV. Residential, Renter Occupied	9,104,140,815	11.30%	9,851,022,802	11.96%	9,345,603,556	11.98%	10,278,198,520	13.51%	10,375,983,567	14.16%
V. Railroads	34,904,555	0.04%	37,737,149	0.05%	43,909,822	0.06%	55,461,878	0.07%	58,360,706	0.08%
VI. Historic Owner Residential, Enterprise & Trade Zones	623,835,450	0.77%	640,976,458	0.78%	642,656,388	0.82%	814,953,373	1.07%	827,950,874	1.13%
VII. Historic Commercial	710,197	0.00%	10,972,356	0.01%	4,805,546	0.01%	5,114,775	0.01%	6,119,050	0.01%
VIII. Historic Rental Residential	2,369,283	0.00%	3,125,012	0.00%	2,613,602	0.00%	2,335,166	0.00%	860,375	0.00%
IX. Possessory Interests	5,140,924	0.01%	n/a	n/a	18,186,504	0.02%	8,066,392	0.01%	7,583,778	0.01%
Total For All Property	$80,593,121,391		$82,348,220,560		$78,036,208,417		$76,085,640,891		$73,262,702,816	
Percent Change From Previous Year	10.22%		2.18%		-5.24%		-2.50%		-3.71%	

Sources: Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," January assessment roll for all years.

Notes: [1]Values from the 2009 Abstract have been adjusted to the Net Assessed Value appearing in the May 6, 2009, Property Tax Oversight Commission Levy Limit Calculation Worksheet.

[2]Values from the 2010, 2011, 2012 and 2013 Abstracts have been adjusted to the Net Assessed Values appearing in the Assessor's Levy Limit Calculation Worksheets for those years.

Abbreviations: R.P. - Real Property, P.P. - Personal Property, R.E. - Real Estate.

ASSESSMENT RATIOS BY CLASS FOR TAX YEARS 2009-2013

Legislative Class	2009	2010	2011	2012	2013
I. 1-13 Commercial, Mines, Utilities - Real & Personal Property	22.00%	21.00%	20.00%	20.00%	19.50%
II. Vacant Land/Agricultural - Real & Personal Property	16.00%	16.00%	16.00%	16.00%	16.00%
III. Residential, Primary Residence	10.00%	10.00%	10.00%	10.00%	10.00%
IV. Residential, Rental & Other	10.00%	10.00%	10.00%	10.00%	10.00%
V. Railroads	18.00%	17.00%	15.00%	15.00%	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	12.52%	12.53%	12.55%	12.66%	12.68%
Weighted Average Assessment Ratio for Primary	12.41%	12.37%	12.44%	12.58%	12.62%

Note 1. Legislative Class VI also includes property in foreign trade zones, military reuse 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 2009-2013

Legislative Class	2009 Amount	2009 % of Total	2010 Amount	2010 % of Total	2011 Amount	2011 % of Total	2012 Amount	2012 % of Total	2013 Amount	2013 % of Total
I. 8 -12. Commercial R.P., Mines & Utilities	2,357,915,272	23.91%	2,226,034,770	23.83%	2,139,342,483	25.32%	2,192,874,051	26.84%	2,157,110,730	28.30%
I. 11, 13. Commercial & Telecommunications P.P.	495,819,206	5.03%	446,279,772	4.78%	375,353,067	4.44%	371,034,576	4.54%	256,415,847	3.36%
All Class I Property	2,853,734,478	28.94%	2,672,314,542	28.61%	2,514,695,550	29.76%	2,563,908,627	31.38%	2,413,526,577	31.66%
II. R. Vacant Land / Agricultural R.E.	699,478,507	7.09%	636,359,525	6.81%	537,517,642	6.36%	491,798,258	6.02%	439,909,044	5.77%
II. P. Vacant Land / Agricultural P.P.	7,482,674	0.08%	4,819,671	0.05%	3,661,192	0.04%	3,539,894	0.04%	3,322,740	0.04%
All Class II Property	706,961,181	7.17%	641,179,196	6.86%	541,178,834	6.40%	495,338,152	6.06%	443,231,784	5.81%
III. Residential, Owner Occupied	5,251,746,309	53.26%	4,968,230,234	53.18%	4,424,576,228	52.37%	4,036,698,072	49.40%	3,690,043,699	48.40%
IV. Residential, Renter Occupied	1,000,332,932	10.14%	1,012,886,868	10.84%	924,625,750	10.94%	1,015,495,228	12.43%	1,024,062,086	13.43%
V. Railroads	7,292,679	0.07%	7,543,539	0.08%	7,283,931	0.09%	8,461,479	0.10%	8,829,761	0.12%
VI. Historic Owner Residential, Enterprise & Trade Zones	39,097,114	0.40%	38,687,839	0.41%	34,541,059	0.41%	49,963,096	0.61%	42,615,692	0.56%
VII. Historic Commercial	1,490,562	0.02%	1,189,903	0.01%	975,258	0.01%	1,028,187	0.01%	1,214,053	0.02%
VIII. Historic Rental Residential	325,645	0.00%	367,281	0.00%	255,301	0.00%	237,629	0.00%	91,792	0.00%
IX. Possessory Interests	n/a	n/a	161,791	0.00%	149,675	0.00%	81,452	0.00%	75,836	0.00%
Total For All Property	$9,860,980,900		$9,342,561,193		$8,448,281,586		$8,171,211,922		$7,623,691,280	
Percent Change From Previous Year	2.77%		-5.26%		-9.57%		-3.28%		-6.70%	

Sources: Values for 2009 through 2011 from Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," July assessment roll. Beginning 2012, values from Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," January assessment roll.

Abbreviations: R.P. - Real Property, P.P. - Personal Property, R.E. - Real Estate.

PRIMARY NET ASSESSED VALUE FOR TAX YEARS 2009-2013

Legislative Class	2009[1] Amount	2009[1] % of Total	2010[2] Amount	2010[2] % of Total	2011[2] Amount	2011[2] % of Total	2012[2] Amount	2012[2] % of Total	2013[2] Amount	2013[2] % of Total
I. 8-12. Commercial R.P., Mines & Utilities	2,142,538,291	23.84%	2,014,935,089	22.54%	2,067,904,180	24.88%	2,146,426,015	26.58%	2,121,813,049	28.07%
I. 11, 13. Commercial & Telecommunications P.P.	425,664,953	4.74%	458,384,622	5.13%	368,788,290	4.44%	367,884,112	4.56%	254,156,433	3.36%
All Class I Property	2,568,203,244	28.58%	2,473,319,711	27.67%	2,436,692,470	29.32%	2,514,310,127	31.14%	2,375,969,482	31.43%
II. R. Vacant Land / Agricultural R.E.	521,643,825	5.80%	529,647,247	5.93%	496,985,380	5.98%	469,030,209	5.81%	426,659,489	5.64%
II. P. Vacant Land / Agricultural P.P.	4,134,626	0.05%	7,311,425	0.08%	3,850,650	0.05%	3,527,888	0.04%	3,307,677	0.04%
All Class II Property	525,778,451	5.85%	536,958,672	6.01%	500,836,030	6.03%	472,558,097	5.85%	429,967,166	5.68%
III. Residential, Owner Occupied	4,944,071,553	55.02%	4,925,214,375	55.09%	4,418,416,161	53.17%	4,031,369,378	49.93%	3,686,808,223	48.77%
IV. Residential, Renter Occupied	909,875,313	10.13%	964,357,366	10.79%	914,191,660	11.00%	1,005,441,098	12.45%	1,015,072,592	13.43%
V. Railroads	6,282,822	0.07%	6,415,290	0.07%	6,586,474	0.08%	8,319,284	0.10%	8,754,108	0.12%
VI. Historic Owner Residential, Enterprise & Trade Zones	31,055,866	0.35%	31,910,628	0.36%	31,994,108	0.39%	40,602,608	0.50%	41,202,437	0.55%
VII. Historic Commercial	156,244	0.00%	1,158,716	0.01%	961,109	0.01%	1,022,955	0.01%	1,193,216	0.02%
VIII. Historic Rental Residential	236,929	0.00%	312,502	0.00%	261,359	0.00%	233,518	0.00%	86,037	0.00%
IX. Possessory Interests	51,408	0.00%	n/a	n/a	180,841	0.00%	80,669	0.00%	75,836	0.00%
Total For All Property	$8,985,711,830		$8,939,647,260		$8,310,120,212		$8,073,937,734		$7,559,129,097	
Percent Change From Previous Year	9.05%		-0.51%		-7.04%		-2.84%		-6.38%	

Sources: Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," January assessment roll for all years.

Notes: [1] Values from the 2009 Abstract have been adjusted to the Net Assessed Value appearing in the May 6, 2009, Property Tax Oversight Commission Levy Limit Calculation Worksheet.

[2] Values from the 2010, 2011, 2012 and 2013 Abstracts have been adjusted to the Net Assessed Values appearing in the Assessor's Levy Limit Calculation Worksheets for those years.

Abbreviations: R.P. - Real Property, P.P. - Personal Property, R.E. - Real Estate.

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] Amount	Collected through June 30th End of Tax Fiscal Year[1] Percent of Original Levy	Collected through June 30, 2012[1] Amount	Collected through June 30, 2012[1] Percent of Adjusted Levy
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%	361,687	99.9%
2008-09	379,674	(360)	379,314	363,624	95.8%	379,040	99.9%
2009-10	402,062	(87)	401,975	384,983	95.8%	401,539	99.9%
2010-11	402,532	(366)	402,166	383,978	95.4%	399,983	99.5%
2011-12	383,709		383,709	369,100	96.2%	369,100	96.2%

Source: Pima County Comprehensive Annual Financial Report, Fiscal Year Ending June 30, 2012, Exhibit D - 8.

[1] Amounts collected are on a cash basis rather than the modified accrual basis used in 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]
2004/05	4.9297	0.3546	0.2124	0.0000	0.4560	1.3428	1.1847	0.2383	0.1200
2005/06	4.8290	0.3746	0.2575	0.0000	0.4358	1.3114	1.2364	0.2383	0.1200
2006/07	4.5985	0.3746	0.3675	0.0000	0.0000	1.2515	1.2257	0.2383	0.1200
2007/08	4.3253	0.3446	0.3975	0.0000	0.0000	1.1845	1.1321	0.2258	0.1000
2008/09	4.0374	0.2935	0.3393	0.0000	0.0000	1.1355	0.9601	0.2143	0.1000
2009/10	4.0639	0.2635	0.2643	0.0000	0.3306	1.0770	0.9344	0.2035	0.1000
2010/11	4.1063	0.2635	0.3100	0.0000	0.3564	1.0848	0.9550	0.1999	0.1000
2011/12	4.2396	0.2635	0.3460	0.0000	0.4259	1.1094	1.1621	2.6603	0.1000
2012/13	4.2425	0.2635	0.3460	0.0000	0.4717	1.1741	1.2639	2.7640	0.1000
2013/14	4.4921	0.2635	0.3753	0.0000	0.5123	1.2933	1.4304	2.9776	0.1400

(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 $208.00 in fiscal year 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, $427.00 in 2011/12, $474.00 in 2012/13, and $548.00 in 2013/14. The District also levied a Membership Dues Fee of $4.34 per lot in fiscal year 2011/12, $6.24 per lot in 2012/13, and $8.38 per lot in 2013/14.

PIMA COUNTY POPULATION
CITIES & TOWNS AND
UNINCORPORATED AREAS: 2000 - 2012

	Incorporated Towns & Cities		Unincorporated Pima County		Total Pima County	
Year	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%
2011	631,124	0.52%	354,957	0.46%	986,081	0.50%
2012	633,499	0.38%	356,881	0.54%	990,380	0.44%

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 - 2012, 2020, 2030, 2040, and 2050

	Arizona	Pima County		Maricopa County		Other Counties	
Year	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%
2011	6,438,178	986,081	15.32%	3,843,370	59.70%	1,608,727	24.99%
2012	6,498,569	990,380	15.24%	3,884,705	59.78%	1,623,484	24.98%
2020	7,485,000	1,100,000	14.70%	4,506,900	60.21%	1,878,100	25.09%
2030	8,852,800	1,243,100	14.04%	5,359,500	60.54%	2,250,200	25.42%
2040	10,218,200	1,379,600	13.50%	6,174,900	60.43%	2,663,700	26.07%
2050	11,562,500	1,518,200	13.13%	6,925,300	59.89%	3,119,000	26.98%

Note: Population as of July 1 for the year indicated.

Source for July 1, 2000, to July 1, 2012, 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 Population Projections: 2012-2050, Medium Series*, Arizona Department of Administration, Office of Employment and Population Statistics, December 7, 2012.

PIMA COUNTY
POPULATION & EMPLOYMENT: 10-YEAR HISTORY

Year	Population as of July 1	Total Employment	Unemployment Rate	Mining & Logging	Construction	Manufacturing	Private Service Providers	Government
2003	897,838	405,600	5.3%	1,200	22,900	28,700	217,200	75,700
2004	914,011	417,500	4.6%	1,300	24,000	28,400	226,900	76,900
2005	940,004	418,200	4.5%	1,400	25,700	28,300	234,500	77,100
2006	959,474	429,300	3.9%	1,600	27,900	28,100	245,900	76,300
2007	977,258	438,700	3.6%	1,800	26,500	27,500	251,800	77,900
2008	984,032	446,600	5.7%	1,900	22,800	27,200	249,700	79,800
2009	984,274	442,200	9.0%	1,700	16,600	25,100	239,300	79,100
2010	981,168	434,700	9.4%	1,800	15,000	24,000	235,000	78,200
2011	986,081	429,100	8.3%	1,900	14,500	23,400	238,900	76,800
2012	990,380	429,200	7.3%	2,100	14,300	23,300	243,100	78,000

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		724-8011
Telecommunications Device for the Hearing Impaired		724-8093
Superior Court Building	110 W. Congress Street	
Old Courthouse	115 N. Church Avenue	
Administration East Building	130 W. Congress Street	
Administration West 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	
Pima Emergency Communications & Operations Center	3434 E. 22nd Street Tucson, AZ 85713	

General Government Services

Supervisor District 1	Ally Miller	130 W. Congress St, 11th Fl	724-2738
Supervisor District 2	Ramon Valadez	130 W. Congress St, 11th Fl	724-8126
Supervisor District 3	Sharon Bronson	130 W. Congress St, 11th Fl	724-8051
Supervisor District 4	Raymond Carroll	130 W. Congress St, 11th Fl	724-8094
Supervisor District 5	Richard Elias	130 W. Congress St, 11th Fl	724-8126
Assessor	Bill Staples	115 N. Church Ave, 3rd Fl	724-8172
Clerk of the Board	Robin Brigode	130 W. Congress St, 5th Fl	724-8449
Communications Office	Jeff Nordensson	130 W. Congress St, 1st Fl	724-8512
County Administrator	C.H. Huckelberry	130 W. Congress St, 10th Fl	724-8751
Elections	Brad R. Nelson	6550 S. Country Club Tucson, AZ 85756	724-6868
Facilities Management	Reid Spaulding	150 W. Congress St, 5th Fl	724-3104
Finance & Risk Management	Tom Burke	130 W Congress St, 10th Fl	724-3030
Fleet Services	Frank Samaniego	1301 S. Mission Rd Tucson, AZ 85713	740-5920
Human Resources	Allyn Bulzomi	150 W Congress St, 4th Fl	724-8672
Information Technology	Lionel Bittner	33 N. Stone, 17th Fl	724-7580
Office of Emergency Mgmt & Homeland Security	Mike Hein	3434 E. 22nd St, Ste A Tucson, AZ 85713	724-9300
Office of Sustainability & Conservation	Linda Mayro	201 N. Stone Ave, 6th Fl	724-6451
Procurement	George Widugiris	130 W Congress St, 3rd Fl	724-8198
Recorder	F. Ann Rodriguez	115 N. Church Ave, 1st Fl	724-4350
Treasurer	Beth Ford, CPA	115 N. Church Ave, 1st Fl	724-8341

Community Resources

Community & Economic Development Admin	Hank Atha	130 W. Congress St, 10th Fl	724-3992
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
County Free Library	Melinda Cervantes	101 N. Stone Ave, 4th Fl	594-5601
Economic Development & Tourism	Tom Moulton	33 N. Stone Ave, 7th Fl	243-7353
Kino Sports Complex / Stadium District	Chris Bartos	2500 E. Ajo Way Tucson, AZ 85713	434-1301
Natural Resources, Parks & Recreation	Chris Cawein (interim)	3500 W. River Rd Tucson, AZ 85741	877-6262
School Superintendent	Dr. Linda Arzoumanian	200 N. Stone	724-8453

PIMA COUNTY GOVERNMENT
ADDRESSES & TELEPHONE NUMBERS

NOTE: Area Code is 520 for all areas. City, State, & ZIP Code is Tucson, AZ 85701 unless otherwise noted

Justice & Law

Clerk of the Superior Court	Toni Hellon	110 W. Congress St, 1st Fl	724-3201
Constables	Vince Roberts, Admin Constable	32 N. Stone Ave, 1st Fl	740-5442
County Attorney	Barbara LaWall	32 N. Stone Ave, 14th Fl	740-5600
Forensic Science Center	Dr. Gregory Hess	2825 E. District St Tucson, AZ 85714	243-8600
Legal Defender	Isabel Garcia	32 N. Stone Ave, 8th Fl	724-5775
Justice Court Ajo	Judge Walter Weber	111 La Mina Avenue, Ajo AZ 85321	387-7684
Justice Court Green Valley	Judge Lisa Royal	601 N. La Canada Drive Green Valley, AZ 85614	648-0658
Justice Court Tucson	Presiding Judge Keith Bee	115 N. Church Ave	724-3171
Juvenile Court	Presiding Judge Karen Adam	2225 E. Ajo Way Tucson, AZ 85713	740-2000
Office of Court Appointed Counsel	Robert Hirsch	130 W. Congress St, 10th Fl	724-4465
Public Defender	Lori Lefferts	33 N. Stone Ave, Ste 2100	243-6800
Public Fiduciary	Philip Grant	32 N. Stone Ave, 4th Fl	740-5454
Sheriff	Clarence W. Dupnik	1750 E. Benson Highway, Tucson, AZ 85714	351-4900
Superior Court	Presiding Judge Sarah Simmons	110 W. Congress Street, 4th Fl	724-3932

Health Services

Environmental Quality/ Solid Waste Management	Ursula Kramer	33 N. Stone Ave, Ste 700	724-7454
Health	Francisco Garcia	3950 S. Country Club Rd, Ste 100 Tucson, AZ 85714	243-7704
Office of Medical Services	Jan Lesher	130 W. Congress St, 10th Fl	724-8977

Public Works

Capital Projects	Mary Tyson	130 W. Congress St, 9th Fl	724-4473
Development Services	Carmine Debonis, Jr.	201 N. Stone Ave, 1st Fl	724-6506
Public Works Admin	John Bernal	130 W. Congress St, 10th Fl	724-8474
Regional Flood Control District	Suzanne Shields	97 E. Congress, 3rd Fl	724-4681
Regional Wastewater Reclamation	Jackson Jenkins	201 N. Stone Ave, 8th Fl	724-6549
Transportation	Priscilla Cornelio	201 N. Stone Ave, 4th Fl	724-6410

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