

Pima County

Arizona

Adopted Budget

Fiscal Year 2016/2017



PIMA COUNTY, ARIZONA

ADOPTED BUDGET

FISCAL YEAR 2016/2017

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Submitted by:

C. H. HUCKELBERRY
COUNTY ADMINISTRATOR

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PREFACE

The Fiscal Year 2016/2017 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 three-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 2016/2017 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 2016/2017.

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: October 12, 2016

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

From: C.H. Huckelberry
County Administrator 

Re: **Fiscal Year 2016/2017 Adopted Budget**

Transmitted herewith is the budget for Fiscal Year 2016/17, as adopted by the Board of Supervisors on July 5, 2016. This document provides the detail for the Fiscal Year 2016/17 budget, which totals \$1,232,771,605 in expenditures and \$1,071,188,745 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 regarding 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, Health Services, Justice and Law, and Public Works; which reflect the basic service areas within the County. This format is consistent with the presentations made to the Board during the budget process.

This document provides a framework to guide Pima County operations during the year. It represents many months of work, which includes the efforts of elected officials, department representatives, administrative staff and the staff of the Budget Division. All those involved are to be commended for their efforts and contributions.

It should also be noted the Fiscal Year 2015/16 budget document received the Distinguished Budget Presentation Award from the Government Finance Officers Association. This is the 18th consecutive year the County's budget was so recognized.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

Pima County

Arizona

For the Fiscal Year Beginning

July 1, 2015

Executive Director

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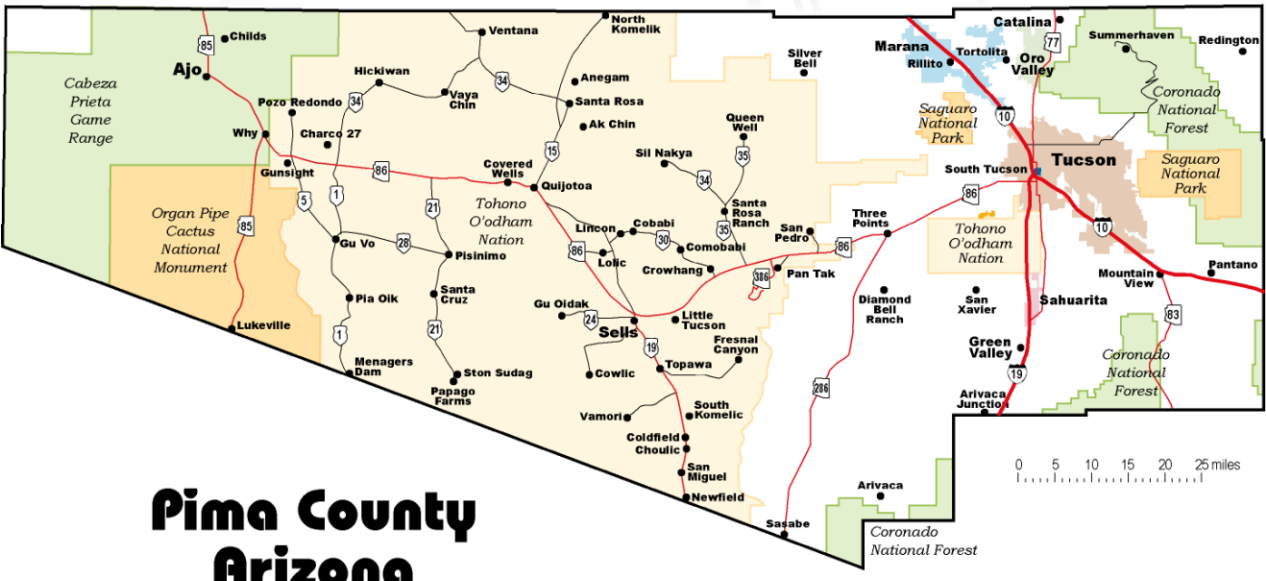
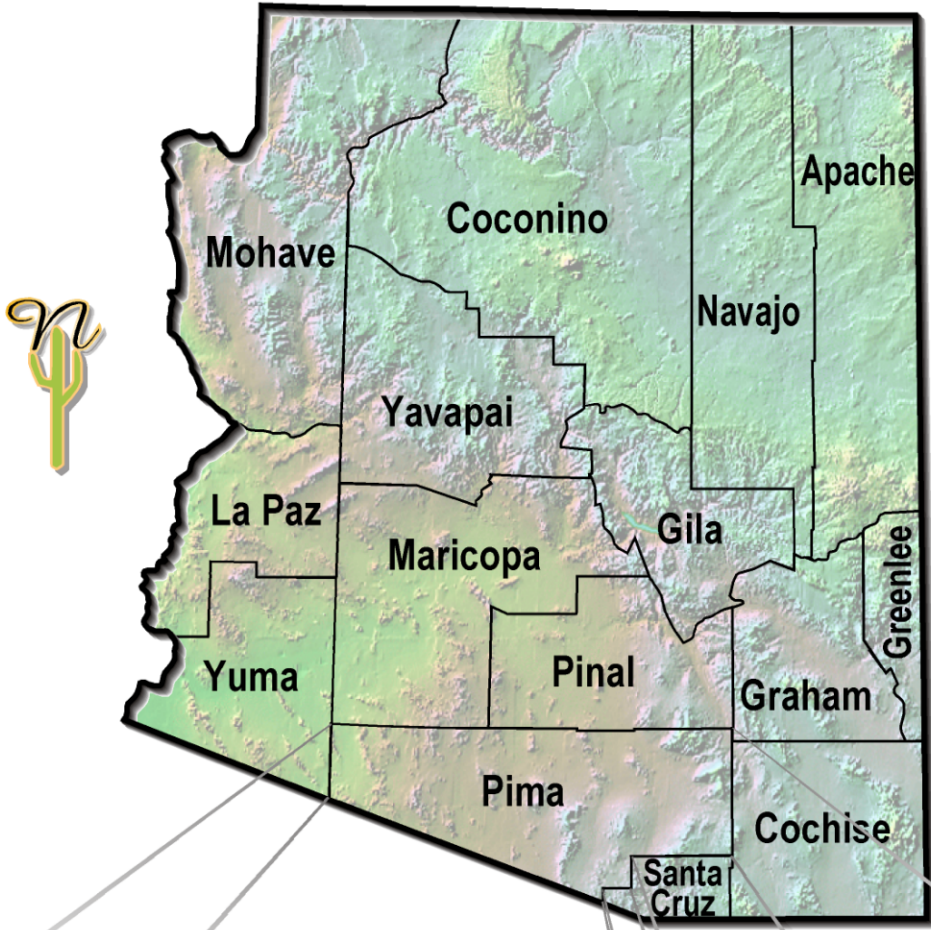
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Pima County Arizona

Map provided by: Pima Association of Governments

PIMA COUNTY CHARACTERISTICS

Pima County, the second largest of the four original counties, was created in 1864 and included nearly all of the southern Arizona area acquired from Mexico by the Gadsden Purchase. Settlement of the region by Europeans goes back to the 1690s with the arrival of Spanish settlers who encountered Native Americans already living 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 9,189 square miles. It ranges in elevation from 1,200 feet to the 9,185-foot peak of Mount Lemmon. Together, the San Xavier, Pascua Yaqui and Tohono O’odham reservations cover 42.1 percent of Pima County’s 5.88 million acres. Lands held in trust for the state’s schools comprise another 15.3 percent of the County’s land ownership, and 28.4 percent is held by Federal agencies as wildlife refuges, national forests, national parks and monuments. Military reserves and bases occupy 1.1 percent, and local government holdings, including Pima County property, account for 2.9 percent. Privately owned lands comprise 10.2 percent of the County’s total acreage. Foreign trade zones encompass 364 acres on three 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 (100.3°)	December (64.8°)	83.1°
Daily Min Temperature ¹	July (74.4°)	December (39.1°)	55.8°
Average Precipitation ¹	August (2.39")	June (0.20")	Total Rainfall 11.59"
Possible Sunshine ²	June (93%)	July (78%)	85%
Relative Afternoon Humidity ²	December (34%)	June (13%)	25%
Average Wind Speed ²	April (7.9 mph)	December (6.3 mph)	7.1 mph

¹ Source: National Climatic Data Center 1981-2010 Monthly Normals

² Source: Western Regional Climate Center. Average wind speed is based on years 2001 through 2011.

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. Five airlines provide air service to Arizona cities and other states for 3.18 million annual passenger departures/arrivals. Four 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 for 2016 is 5.5 percent of taxable income, with a \$50 minimum tax. The tax rate will decrease to 4.9 percent in 2017 and remain the same thereafter.

SALES TAX

Arizona has a general sales tax rate of 5.6 percent. South Tucson has a general sales tax of 4.5 percent, Marana and Oro Valley each have a general sales tax rate of 2.5 percent, and both 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 .03 percent to 8.91 percent on the first \$7,000 of wages for each employee during the calendar year based on the employer's rating.

PROPERTY TAX

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

POPULATION CHARACTERISTICS

Population increased 84 percent between 1980 and 2010. Shown below are historical census population statistics for the County, unincorporated areas of the County, and the state of Arizona.

POPULATION

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

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

POPULATION GROWTH RATES

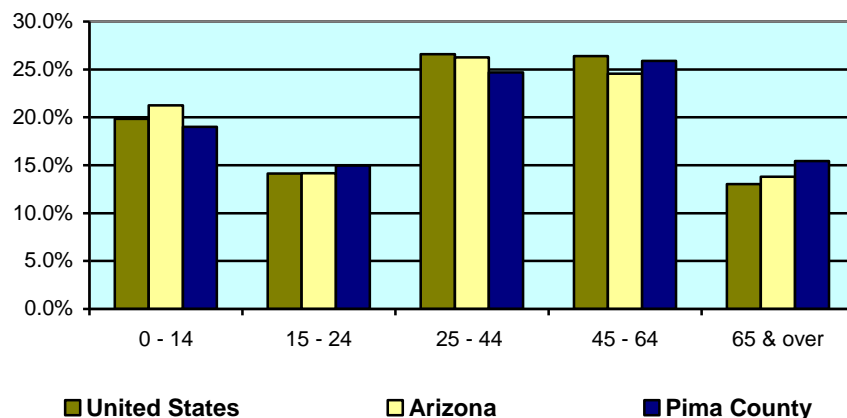
Average Annual Compounded Rate of Change

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

Source: Pima County Budget Division.

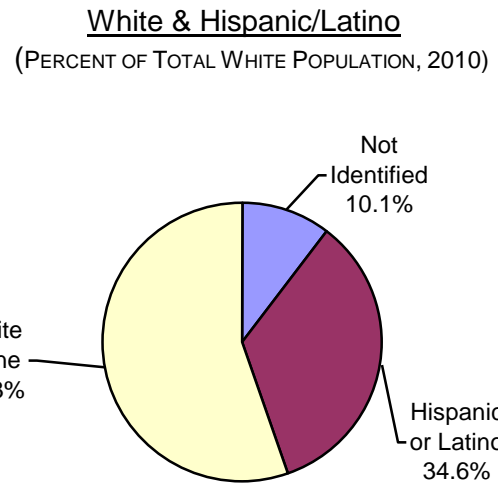
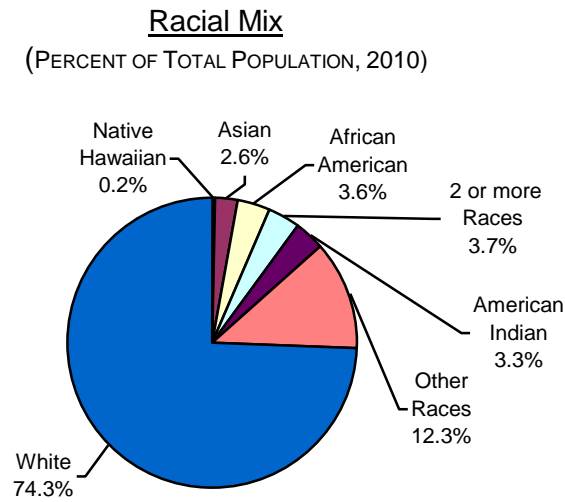
AGE DISTRIBUTION

2010 Census



Source: Bureau of the Census, 2010 Census.

POPULATION DIVERSITY



Source: Bureau of the Census, 2010 Census.

Source: Bureau of the Census, 2010 Census.

EMPLOYMENT CHARACTERISTICS

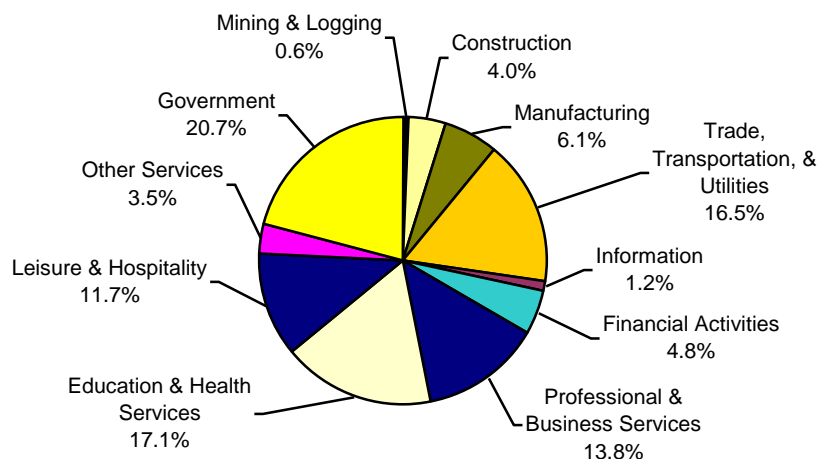
UNEMPLOYMENT RATES

	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Pima County	9.3%	8.5%	7.4%	6.8%	6.0%	5.6%
Arizona	10.4%	9.5%	8.3%	7.7%	6.8%	6.1%
United States	9.6%	8.9%	8.1%	7.4%	6.2%	5.3%

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

EMPLOYMENT BY INDUSTRY

Percent of Non-Farm Employment, 2015



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

MAJOR EMPLOYERS (Employers with 1,900 or more employees)

<u>Company</u>	<u>Employment Sector</u>	<u>Employees</u>	
		<u>2014</u>	<u>2015</u>
University of Arizona	Government (College Education)	11,235	11,251
Raytheon Missile Systems	Manufacturing	9,600	9,600
State of Arizona	Government	8,524	8,580
Davis-Monthan Air Force Base	Government (Military)	8,335	8,406
Pima County *	Government	7,255	7,061
Tucson Unified School District	Government (K -12 Education)	7,134	6,770
Banner – University Medical Center	Services (Health)	6,542	6,272
U.S. Customs and Border Protection **	Government	6,470	5,739
Freeport-McMoran Copper & Gold Inc.	Mining	5,800	5,530
Wal-Mart Stores Inc.***	Trade (Retail)	5,400	5,500
City of Tucson *	Government	4,782	4,782
Tohono O’odham Nation	Government	4,350	4,350
Carondelet Health Network	Services (Health)	3,943	3,860
TMC HealthCare	Services (Health)	2,976	3,162
Southern Arizona VA Health Care System	Government (Health)	2,255	2,464
Fry’s Food Stores ***	Trade (Grocery)	2,136	2,346
Pima Community College	Government (College Education)	2,207	2,235
Asarco	Mining	2,427	2,200
Sunnyside Unified School District	Government (K-12 Education)	2,200	2,100
Afni, Inc.	Call Center, Business Services	2,220	1,900

* Budgeted full-time equivalents reported by Pima County and City of Tucson for fiscal years 2014/15 and 2015/16.

** U.S. Customs and Border Protection says its FTE count is flat year-over-year and the 2014 count was flawed.

*** Employee counts for 2015/16 are based on Star estimates.

Source: Star 200 Directory, published by The Arizona Daily Star (April 24, 2016) and Pima County Budget Division.

MAJOR MANUFACTURERS (Manufacturers with 300 or more employees)

<u>Company</u>	<u>Type of Business</u>	<u>Employees</u>	
		<u>2014</u>	<u>2015</u>
Raytheon Missile Systems	Military and Defense	9,600	9,600
Ventana Medical Systems	Manufacturing and Research	1,200	1,286
Bombardier Aerospace	Aerospace and Aircraft	865	984
IBM *	Manufacturing and Research	915	900
Honeywell Aerospace *	Aerospace and Aircraft	800	715
Hexcel	Manufacturing and Research	500	500
Texas Instruments, Inc. *	Manufacturing and Research	370	370
CAID Industries Inc.	Manufacturing and Research	251	352
Frito-Lay	Manufacturing and Research	325	325
Sargent Aerospace & Defense	Aerospace and Aircraft	315	310

* Employee counts for 2015/16 are based on Star estimates.

Source: Star 200 Directory, published by The Arizona Daily Star (April 24, 2016).

Pima County FY 2016/2017 Adopted Budget

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

<u>Industry</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>	<u>2013</u>	<u>2014</u>	<u>2015</u>
Trade, Transportation & Utilities	57,200	58,000	58,000	59,200	60,600	60,600
Educational & Health Services	58,400	59,900	61,000	61,600	61,500	63,000
Professional & Business Services	46,200	47,100	48,900	49,900	50,000	50,800
Leisure & Hospitality	38,200	39,100	40,300	40,100	41,600	43,000
Manufacturing	23,800	23,300	23,200	23,000	22,500	22,600
Construction	15,100	14,500	14,400	15,400	14,800	14,600
Financial Activities	17,200	16,900	16,900	17,300	17,500	17,600
Information	4,500	4,400	4,500	4,500	4,400	4,500
Mining & Logging	1,800	1,900	2,100	2,300	2,300	2,300
Other Services	12,700	12,500	12,800	12,600	13,100	12,700
Government	<u>78,200</u>	<u>76,800</u>	<u>77,700</u>	<u>77,200</u>	<u>77,000</u>	<u>76,300</u>
Total Non-Farm Employment	353,300	354,400	359,800	363,200	365,200	368,100

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

Sum by industry may not add to total because industry employment is rounded to nearest 100 employees.

EMPLOYMENT BY OCCUPATION, 2015

<u>Occupations</u>	<u>Percent of Total</u>
Office and Administrative Support	17.5%
Sales and Related	10.1%
Food Preparation and Serving Related	10.1%
Healthcare Practitioners and Technical	6.5%
Education, Training, and Library	6.3%
Management	4.9%
Personal Care and Service	4.7%
Transportation and Material Moving	4.6%
Business and Financial Operations	4.3%
Installation, Maintenance and Repair	4.2%
Construction and Extraction	3.7%
Building and Grounds Cleaning and Maintenance	3.3%
Protective Service	3.3%
Production	3.2%
Computer and Mathematical	3.0%
Healthcare Support	2.8%
Community and Social Service	2.2%
Architecture and Engineering	1.9%
Arts, Design, Entertainment, Sports, and Media	1.4%
Life, Physical, and Social Science	1.2%
Legal	0.7%
Farming, Fishing, and Forestry	0.1%

Source: U.S. Department of Labor, Bureau of Labor Statistics, May 2016.

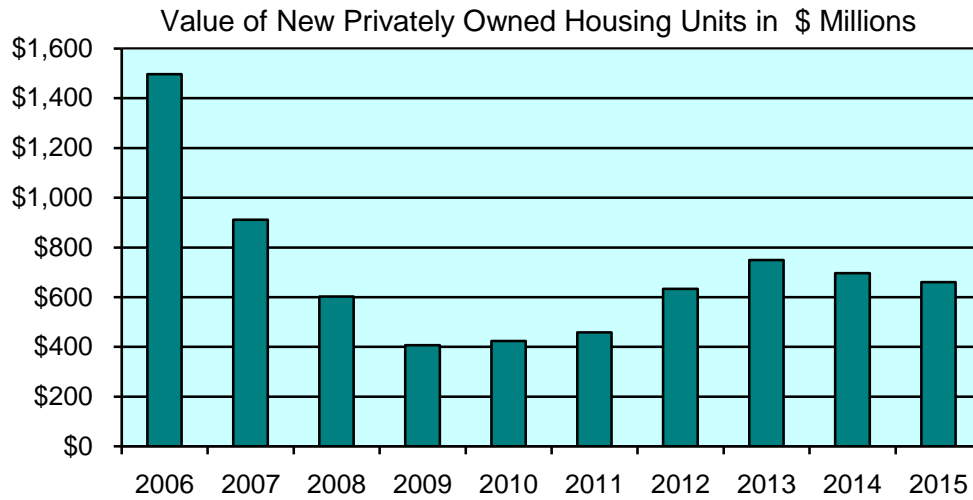
NEW COMPANIES IN PIMA COUNTY (New company announcements from July 2014 to June 2016)

<u>Company Name</u>	<u>Product or Service</u>	<u>Projected # of Jobs</u>
Comcast Cable	Business Services – Call Center	1,125
HomeGoods	Distribution Center for Retailer	910
Caterpillar	Construction and Mining Equipment	600
ADP	Professional and Business Services	450
Tucson Premium Outlets	Retail trade – Outlet Mall	450
World View Enterprises	Manufacturing – Balloons for Space Exploration	400

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

CONSTRUCTION ACTIVITY

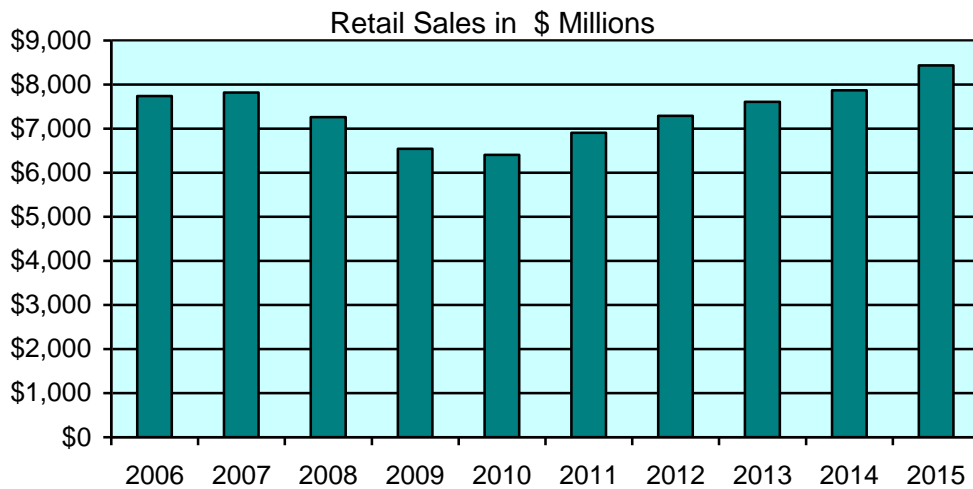
PIMA COUNTY VALUE OF NEW PRIVATELY OWNED HOUSING UNITS AUTHORIZED



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; public 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 Regional 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 as the Pima Association of Governments, Visit Tucson, and the Sun Corridor (formerly known as 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, Health Services, Justice & Law, 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; General Government Services Administration; Finance & Risk Management; Fleet Services; Human Resources; Information Technology; Non Departmental; 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 Attractions & Tourism; Community Development & Neighborhood Conservation; Community & Economic Development Administration; Community Services; Employment & Training; County Free Library; Kino Sports Complex; Natural Resources, Parks & Recreation; School Superintendent; and the Stadium District.

HEALTH SERVICES

Health Services provides various public health and animal control services, as well as medical assistance to indigents. The component departments are Behavioral Health; Environmental Quality; Health; Office of Emergency Management and Homeland Security, and Wireless Integrated Network.

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; Public Defense Services; Sheriff; and Superior Court.

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; Office of Sustainability & Conservation; Project Management Office; Public Works Administration; Real Property; 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, IT Leased Hardware, Enterprise Software, and Server Storage; 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 2016/2017 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 new 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

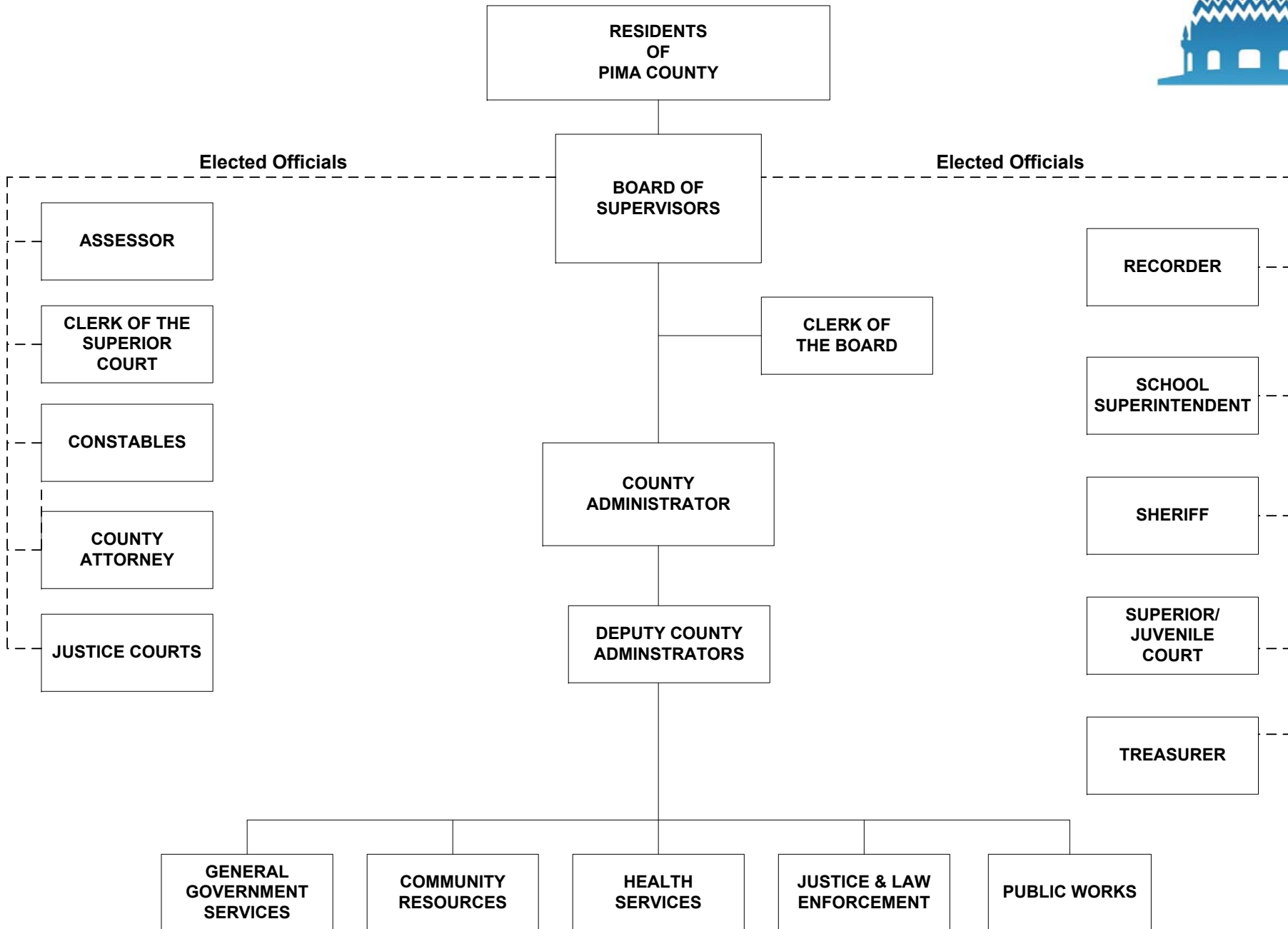
On an annual basis, the County Administrator's office prepares a five-year Capital Improvement Plan (CIP) and a one-year Capital Improvement Budget (CIB). A summary of capital improvement projects for fiscal year 2016/17-2020/21 and beyond is provided in the Capital Improvement Program section, and a capital improvement program overview is provided in the Budget Overview section.

Preparation and Approval Timetable

A timetable for the budget preparation and approval processes for fiscal year 2016/17 is provided below.

October 30, 2015	Planning and Budgeting System (the budget system) released for budgeting
October 30, 2015	Base target budgets for General Fund departments, assumptions, location of SharePoint site and other information are distributed to departments
October/ November 2015	Budget training for department representatives
January 8, 2016	Operational, Grant and CIP Budgets due to the Budget Division, Grants Management and Finance CIP from departments
March 4, 2016	County Administrator department meetings regarding CIP budgets
March 18, 2016	County Administrator meets with County Budget Division staff
March 18, 2016 – April 8, 2016	County Administrator gives direction to the Budget Division
April 19 and 26, 2016	Fiscal year 2016/17 Requested Budget Hearings
April 29, 2016	County Administrator submits Recommended Budget to the Board
May 3, 10 and 17, 2016	Fiscal year 2016/17 Requested Budget Hearings
May 24, 2016	Board of Supervisors Tentative Budget adoption
June 7, 2016	Board of Supervisors Overall Tentative Budget adoption
July 5, 2016	Board of Supervisors Final Budget adoption
August 15, 2016	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 2016/17 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. Starting in 2016, truth in taxation requirements also apply to the County Free Library District and the Flood Control District.

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 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 the secondary property tax levies and rates in the adopted budgets of the County Free Library District and the Flood Control District.

A copy of the Board of Supervisors' resolution for the levy of taxes for fiscal year 2016/17 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 taxable 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 taxable 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 taxable 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 taxable net assessed valuation.

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.

RESOLUTION NO. 2016 - 41

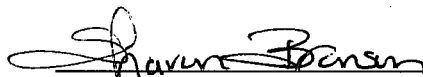
PIMA COUNTY RESOLUTION FOR THE ADOPTION OF THE BUDGET
FISCAL YEAR 2016/2017

The Board of Supervisors of Pima County, Arizona finds:

1. On June 7, 2016, in accordance with A.R.S. §42-17101 et seq., the Board of Supervisors made an estimate of the different amounts required to meet the public expenditures of the County for the ensuing year, 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.
2. The estimates were published as required by law, together with a notice that the Board would hold a public hearing and special board meeting on this date for the purpose of hearing taxpayers.
3. The public hearing was duly held today, at the time and place designated in the published notice, at which any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies.

NOW, THEREFORE, BE IT RESOLVED, that the estimates of revenues and expenditures shown on the accompanying schedules are adopted as the budget of Pima County for the Fiscal Year 2016/2017.

Passed and adopted this 5th day of July, 2016.



Chair

Pima County Board of Supervisors

ATTEST:

APPROVED AS TO FORM:



Clerk of the Board



Deputy County Attorney

REGINA NASSEN

RESOLUTION NO. 2016 - LD 1


PIMA COUNTY RESOLUTION FOR THE ADOPTION OF THE
COUNTY FREE LIBRARY DISTRICT BUDGET
FISCAL YEAR 2016/2017

The Board of Supervisors, sitting as the Board of Directors of the Pima County Free Library District (the "District"), finds:

1. On May 24, 2016, in accordance with A.R.S. §§ 42-17101 et seq. and 48-3903, the Board of Supervisors, sitting as the District Board, made an estimate of the different amounts required to meet the public expenditures of the District for the ensuing year, 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 District.
2. The estimates were published as required by law, together with a notice that the Board would hold a public hearing and special board meeting on this date for the purpose of hearing taxpayers.
3. The public hearing was duly held today, at the time and place designated in the published notice, at which any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies.

NOW, THEREFORE, BE IT RESOLVED, that the estimates of revenues and expenditures shown on the accompanying schedules are adopted as the budget of District for the Fiscal Year 2016/2017.

Passed and adopted this 21st day of June, 2016.


Chair
Pima County Free Library District Board

ATTEST:

APPROVED AS TO FORM:


Clerk of the Board


Deputy County Attorney
REGINA NASSEN

RESOLUTION NO. 2016 - FC 1

PIMA COUNTY RESOLUTION FOR THE ADOPTION OF THE
FLOOD CONTROL DISTRICT BUDGET
FISCAL YEAR 2016/2017

The Board of Supervisors, sitting as the Board of Directors of the Pima County Flood Control District (the "District"), finds:

1. On May 24, 2016, in accordance with A.R.S. §§ 42-17101 et seq. and 48-3620, the Board of Supervisors, sitting as the District Board, made an estimate of the different amounts required to meet the public expenditures of the District for the ensuing year, an estimate of revenue from sources other than direct taxation, and the amount to be raised by taxation upon real property of the District.
2. The estimates were published as required by law, together with a notice that the Board would hold a public hearing and special board meeting on this date for the purpose of hearing taxpayers.
3. The public hearing was duly held today, at the time and place designated in the published notice, at which any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies.

NOW, THEREFORE, BE IT RESOLVED, that the estimates of revenues and expenditures shown on the accompanying schedules are adopted as the budget of District for the Fiscal Year 2016/2017.


Passed and adopted this 21st day of June, 2016.


Chair
Pima County Flood Control District Board

ATTEST:

APPROVED AS TO FORM:


Clerk of the Board


Deputy County Attorney
REGINA NASSEN

RESOLUTION NO. 2016 - SD 1

PIMA COUNTY RESOLUTION FOR THE ADOPTION OF THE
STADIUM DISTRICT BUDGET
FISCAL YEAR 2016/2017

The Board of Supervisors, sitting as the Board of Directors of the Pima County Stadium District (the "District"), finds:

1. On May 24, 2016, in accordance with A.R.S. §§ 42-17101 et seq. and 48-4232, the Board of Supervisors made an estimate of the different amounts required to meet the public expenditures of the District for the ensuing year, together with the other estimates required by 48-4232.
2. The estimates were published, together with a notice that the Board would hold a public hearing and special board meeting for the purpose of hearing taxpayers.
3. The public hearing was duly held today, at the time and place designated in the published notice, at which any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies.

NOW, THEREFORE, BE IT RESOLVED, that the estimates of revenues and expenditures shown on the accompanying schedules are adopted as the budget of the District for the Fiscal Year 2016/2017.


Passed and adopted this 21st day of June, 2016.

 JUN 21 2016

Chair
Pima County Stadium District Board

ATTEST:

APPROVED AS TO FORM:


Clerk of the Board


Deputy/County Attorney
REGINA NASSEN

RESOLUTION NO. 2016 – 50

**RESOLUTION OF THE PIMA COUNTY BOARD OF SUPERVISORS
FOR THE LEVY OF TAXES FOR FISCAL YEAR 2016/2017**

The Board of Supervisors of Pima County, Arizona finds:

1. In accordance with the provisions of A.R.S. §§ 42-17101 to 42-17110, 48-252, and 48-3620, the Board of Supervisors, acting as the governing board of the Pima County Flood Control District, on May 24, 2016, made an estimate of the different amounts required to meet the public expenditures of the district for the 2016/2017 fiscal year and, on June 21, 2016, following a public hearing, adopted the budget of the district and determined the amount of its property tax levy.
2. In accordance with the provisions of A.R.S. §§ 42-17101 to 42-17110, 48-252, and 48-3903, the Board of Supervisors, acting as the governing board of the Pima County Free Library District, on May 24, 2016, made an estimate of the different amounts required to meet the public expenditures of the district for the 2016/2017 fiscal year and, on June 21, 2016, following a public hearing, adopted the budget of the district and determined the amount of its property tax levy.
3. In accordance with the provisions of A.R.S. §§ 35-451 and 42-17101 to 42-17110, the Board of Supervisors, on June 7, 2016, made an estimate of the different amounts required to meet the public expenditures of Pima County for the 2016/2017 fiscal year and, on July 5, 2016, following a public hearing, adopted the budget for the County and determined the amount of its property tax levy.
4. The 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 2016/2017, by or on behalf of those entities.
5. Public notice of the levy of taxes was given as required by law.

NOW, THEREFORE, BE IT RESOLVED, that taxes and special assessments are to be levied upon property located in Pima County for the entities and in the amounts as follows:

PIMA COUNTY FISCAL YEAR 2016/17 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
STATE OF ARIZONA:			
State of Arizona Property Tax			
Primary	7,816,699,760	0	0.0000
STATE (EDUCATION) EQUALIZATION ASSISTANCE TAX:			
Primary	7,816,699,760	39,161,666	0.5010
PIMA COUNTY:			
Primary			
General Fund	7,816,699,760	335,305,153	4.2896
Secondary			
County Free Library	7,816,699,760	40,279,454	0.5153
Debt Service	7,816,699,760	54,716,898	0.7000
Fire District Assistance	7,816,699,760	3,658,216	0.0468
Flood Control District	7,089,459,732	23,643,348	0.3335
TOTAL PIMA COUNTY		457,603,069	5.8852
UNORGANIZED SCHOOL DISTRICT TAX:			
Primary	17,381,976	361,423	2.0793
PIMA COMMUNITY COLLEGE:			
Primary	7,816,699,760	107,346,737	1.3733
CENTRAL ARIZONA WATER CONSERVATION DISTRICT:			
Ad Valorem Secondary	7,816,699,760	7,816,700	0.1000
Water Storage Secondary	7,816,699,760	3,126,680	0.0400
Ground Water Replenishment			
Category 1 Member Lands			
Water Usage (rate per acre-foot and usage of 1,052.38 acre-feet)		742,980	706.0000
Membership Dues (rate per lot, with 15,814 lots assessed)		267,098	16.8900
Total Category 1 Member Lands		1,010,078	
Category 2 Member Lands			
Water Usage (rate per acre-foot and no usage)		0	598.0000

PIMA COUNTY FISCAL YEAR 2016/17 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
CITY OF TUCSON:			
Primary	3,185,432,195		
Primary		14,535,127	0.4563
Involuntary Tort Judgments (Arizona Administrative Code Regulation 15-12-202)		2,500,001	0.0785
TOTAL PRIMARY		<u>17,035,128</u>	<u>0.5348</u>
Secondary	3,185,432,195	33,874,570	1.0634
TOTAL CITY OF TUCSON		<u>50,909,698</u>	<u>1.5982</u>
CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT:		509,611	list attached
CITY OF SOUTH TUCSON:			
Primary	20,403,466	51,580	0.2528
STREET LIGHTING IMPROVEMENT DISTRICTS:			
Cardinal Estates	687,938	6,720	0.9768
Carriage Hills No. 1	2,259,645	3,690	0.1633
Carriage Hills No. 3	950,601	1,269	0.1335
Desert Steppes	1,612,443	2,214	0.1373
Hermosa Hills Estates	2,392,670	1,899	0.0794
Lakeside No. 1	1,736,122	3,149	0.1814
Littleton	1,506,102	18,355	1.2187
Longview Estates No. 1	2,160,920	4,014	0.1858
Longview Estates No. 2	2,621,684	4,635	0.1768
Manana Grande "B"	1,859,214	3,168	0.1704
Manana Grande "C"	2,340,566	5,175	0.2211
Midvale Park	6,146,467	8,532	0.1388
Mortimore Addition	3,345,866	14,211	0.4247
Oaktree No. 1	776,536	14,244	1.8343
Oaktree No. 2	538,106	11,196	2.0806
Oaktree No. 3	677,552	13,208	1.9494
Orange Grove Valley	1,294,797	3,638	0.2810
Peach Valley	435,802	1,728	0.3965
Peppertree	10,249,982	6,930	0.0676
Rolling Hills	5,532,015	7,596	0.1373
Salida del Sol	556,838	8,262	1.4837

PIMA COUNTY FISCAL YEAR 2016/17 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
FIRE DISTRICTS:			
Arivaca	4,324,016	108,100	2.5000
Avra Valley	32,203,226		
Operations		1,046,605	3.2500
Bonds		186,779	0.5800
Total Avra Valley		<u>1,233,384</u>	3.8300
Corona de Tucson	49,804,375	1,519,033	3.0500
Drexel Heights	190,878,511		
Operations		6,203,552	3.2500
Bonds		572,636	0.3000
Total Drexel Heights		<u>6,776,188</u>	3.5500
Golder Ranch	635,572,584		
Operations		13,283,467	2.0900
Bonds		826,244	0.1300
Total Golder Ranch		<u>14,109,711</u>	2.2200
Green Valley	351,100,089	8,357,562	2.3804
Hidden Valley	26,113,795	207,586	0.7949
Mescal-J6	3,889,815	56,788	1.4599
Mt. Lemmon	14,805,997	481,195	3.2500
Mountain Vista	271,790,839	5,707,608	2.1000
Northwest	1,035,651,466		
Operations		27,957,283	2.6995
Bonds		3,029,322	0.2925
Total Northwest		<u>30,986,605</u>	2.9920
Picture Rocks	33,168,897		
Operations		1,077,989	3.2500
Bonds		259,115	0.7812
Total Picture Rocks		<u>1,337,104</u>	4.0312
Rincon Valley	105,442,137		
Operations		2,787,996	2.6441
Bonds		580,981	0.5510
Total Rincon Valley		<u>3,368,977</u>	3.1951
Sabino Vista	30,739,705	389,534	1.2672
Sonoita-Elgin	5,025,747	125,644	2.5000
Tanque Verde Valley	12,702,667	152,432	1.2000
Three Points	40,439,858		
Operations		1,314,295	3.2500
Bonds		606,597	1.5000
Total Three Points		<u>1,920,892</u>	4.7500
Tucson Country Club Estates	18,952,633	178,287	0.9407
Why	834,304	27,115	3.2500
HEALTH DISTRICTS:			
Ajo-Lukeville Health District	13,830,764	103,731	0.7500

PIMA COUNTY FISCAL YEAR 2016/17 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
TUCSON UNIFIED SCHOOL DISTRICT NO 1:			
Primary	3,081,169,583		
Maintenance & Operation		196,673,208	6.3831
TOTAL PRIMARY		196,673,208	6.3831
Secondary	3,081,169,583		
Class A Bond Interest and Redemption		2,936,795	0.0953
Class B Bond Interest and Redemption		19,947,944	0.6474
TOTAL SECONDARY		22,884,739	0.7427
MARANA UNIFIED SCHOOL DISTRICT NO 6:			
Primary	766,202,638		
Maintenance & Operation		33,094,691	4.3193
Adjacent Ways		1,400,000	0.1827
TOTAL PRIMARY		34,494,691	4.5020
Secondary	766,202,638		
Class B Bond Interest and Redemption		7,811,090	1.0195
Override Maintenance & Operation		6,632,010	0.8656
TOTAL SECONDARY		14,443,100	1.8851
FLOWING WELLS UNIFIED SCHOOL DISTRICT NO. 8:			
Primary	187,115,881		
Maintenance & Operation		8,069,231	4.3124
TOTAL PRIMARY		8,069,231	4.3124
Secondary	187,115,881		
Class B Bond Interest and Redemption		2,220,589	1.1867
Override Maintenance & Operation		2,615,836	1.3980
TOTAL SECONDARY		4,836,425	2.5847
AMPHITHEATER UNIFIED SCHOOL DISTRICT NO. 10:			
Primary	1,438,175,653		
Maintenance & Operation		59,173,365	4.1145
TOTAL PRIMARY		59,173,365	4.1145
Secondary	1,438,175,653		
Class B Bond Interest and Redemption		12,807,611	0.8905
Override Maintenance & Operation		7,000,000	0.4867
TOTAL SECONDARY		19,807,611	1.3772

PIMA COUNTY FISCAL YEAR 2016/17 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
SUNNYSIDE UNIFIED SCHOOL DISTRICT NO. 12:			
Primary	412,271,241		
Maintenance & Operation		17,821,704	4.3228
TOTAL PRIMARY		17,821,704	4.3228
Secondary	412,271,241		
Class B Bond Interest and Redemption		5,058,663	1.2270
TOTAL SECONDARY		5,058,663	1.2270
TANQUE VERDE UNIFIED SCHOOL DISTRICT NO. 13:			
Primary	180,679,533		
Maintenance & Operation		7,623,760	4.2195
TOTAL PRIMARY		7,623,760	4.2195
Secondary	180,679,533		
Class B Bond Interest and Redemption		182,671	0.1011
Override Maintenance & Operation		1,648,352	0.9123
TOTAL SECONDARY		1,831,023	1.0134
AJO UNIFIED SCHOOL DISTRICT NO. 15:			
Primary	17,773,288		
Maintenance & Operation		847,313	4.7673
TOTAL PRIMARY		847,313	4.7673
Secondary	17,773,288	0	0.0000
CATALINA FOOTHILLS UNIFIED SCHOOL DISTRICT NO. 16:			
Primary	589,871,811		
Maintenance & Operation		26,201,073	4.4418
TOTAL PRIMARY		26,201,073	4.4418
Secondary	589,871,811		
Class B Bond Interest and Redemption		3,952,388	0.6700
Override Maintenance & Operation		2,420,107	0.4103
Override Election K-3		755,795	0.1281
Override Capital Outlay		2,000,000	0.3391
TOTAL SECONDARY		9,128,290	1.5475

PIMA COUNTY FISCAL YEAR 2016/17 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
VAIL UNIFIED SCHOOL DISTRICT NO. 20:			
Primary	440,846,055		
Maintenance & Operation		19,858,590	4.5047
TOTAL PRIMARY		19,858,590	4.5047
Secondary	440,846,055		
Class A Bond Interest and Redemption		169,040	0.0383
Class B Bond Interest and Redemption		4,862,210	1.1029
Override Maintenance & Operation		6,200,000	1.4064
TOTAL SECONDARY		11,231,250	2.5476
SAHUARITA UNIFIED SCHOOL DISTRICT NO. 30:			
Primary	295,126,075		
Maintenance & Operation		13,097,764	4.4380
TOTAL PRIMARY		13,097,764	4.4380
Secondary	295,126,075		
Class A Bond Interest and Redemption		173,194	0.0587
Class B Bond Interest and Redemption		4,301,461	1.4575
Override Maintenance & Operation		4,169,523	1.4128
TOTAL SECONDARY		8,644,178	2.9290
SAN FERNANDO ELEMENTARY SCHOOL DISTRICT NO. 35:			
Primary	11,402,965		
Maintenance & Operation		421,250	3.6942
A.R.S. 15-992 B		89,906	0.7884
TOTAL PRIMARY		511,156	4.4826
Secondary	11,402,965	0	0.0000
EMPIRE ELEMENTARY SCHOOL DISTRICT NO. 37:			
Primary	7,180,034		
Maintenance & Operation		133,482	1.8591
A.R.S. 15-992 B		41,442	0.5772
TOTAL PRIMARY		174,924	2.4363
Secondary	7,180,034	0	0.0000

PIMA COUNTY FISCAL YEAR 2016/17 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
CONTINENTAL ELEMENTARY SCHOOL DISTRICT NO. 39:			
Primary	320,270,535		
Maintenance & Operation		4,792,667	1.4964
A.R.S. 15-992 B		1,637,496	0.5113
TOTAL PRIMARY		6,430,163	2.0077
Secondary	320,270,535		
Class B Bond Interest and Redemption		980,239	0.3061
Override Maintenance & Operation		476,539	0.1488
TOTAL SECONDARY		1,456,778	0.4549
BABOQUIVARI UNIFIED SCHOOL DISTRICT NO. 40:			
Primary	1,803,581		
Maintenance & Operation		0	0.0000
TOTAL PRIMARY		0	0.0000
Secondary	1,803,581	0	0.0000
REDINGTON ELEMENTARY SCHOOL DISTRICT NO. 44:			
Primary	1,311,666		
Maintenance & Operation		117,544	8.9614
TOTAL PRIMARY		117,544	8.9614
Secondary	1,311,666	0	0.0000
ALTAR VALLEY ELEMENTARY SCHOOL DISTRICT NO. 51:			
Primary	48,244,405		
Maintenance & Operation		2,437,410	5.0522
TOTAL PRIMARY		2,437,410	5.0522
Secondary	48,244,405		
Override Maintenance & Operation		450,345	0.9335
TOTAL SECONDARY		450,345	0.9335
JOINT TECHNICAL EDUCATION DISTRICT			
Secondary	7,411,035,339	3,705,518	0.0500

PIMA COUNTY FISCAL YEAR 2016/17 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
DOMESTIC WATER IMPROVEMENT DISTRICTS:			
Marana Domestic Water Improvement District			
Secondary	6,636,489	11,000	0.1658
Mt. Lemmon Domestic Water District			
Secondary	13,576,911	367,500	2.7068
IMPROVEMENT DISTRICTS:			
Hayhook Ranch			
Secondary	849,343	54,629	6.4319
GLADDEN FARMS COMMUNITY FACILITIES DISTRICT:			
Secondary	18,090,779		
Maintenance & Operation		54,272	0.3000
Bond Indebtedness		452,269	2.5000
TOTAL SECONDARY		506,541	2.8000
GLADDEN FARMS PHASE II COMMUNITY FACILITIES DISTRICT:			
Secondary	57,263		
Maintenance & Operation		172	0.3000
TOTAL SECONDARY		172	0.3000
SAGUARO SPRINGS COMMUNITY FACILITIES DISTRICT			
Secondary	4,050,013		
Maintenance & Operation		12,150	0.3000
TOTAL SECONDARY		12,150	0.3000
VANDERBILT FARMS COMMUNITY FACILITIES DISTRICT:			
Secondary	785,146		
Maintenance & Operation		2,355	0.3000
TOTAL SECONDARY		2,355	0.3000
QUAIL CREEK COMMUNITY FACILITIES DISTRICT:			
Secondary	14,121,139		
Maintenance & Operation		42,363	0.3000
Bond Indebtedness		423,634	3.0000
TOTAL SECONDARY		465,997	3.3000
RANCHO SAHUARITA COMMUNITY FACILITIES DISTRICT:			
Secondary	766,533		
Maintenance & Operation		2,300	0.3000
TOTAL SECONDARY		2,300	0.3000

PIMA COUNTY FISCAL YEAR 2016/17 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
CORTARO-MARANA IRRIGATION DISTRICT 12,153 ACRES			
Maintenance & Operation		911,475	75.0000
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		0.0000
TOWN OF CASAS ADOBES INCORPORATION COSTS:			
Secondary			
TOWN OF TORTOLITA INCORPORATION COSTS:			
Secondary			
TOTAL		1,244,570,764	

FISCAL YEAR 2016/17 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

<u>PARCEL ID #</u>	<u>TAX LEVY</u>	<u>PARCEL ID #</u>	<u>TAX LEVY</u>
11706089C	\$2,763.75	117067480	\$592.00
11706166B	4,960.99	117067490	10,338.31
11706168A	3,122.17	117067500	9,681.84
11706168B	126.03	117067510	3,008.32
11706168C	550.04	117100600	1,716.43
117061740	261.05	117100610	956.51
11706175B	97.10	117100620	1,543.08
11706177A	593.79	117100630	1,694.19
11706177B	1,036.80	11710065A	1,089.28
117061780	311.36	11710066A	977.75
11706179A	2,017.07	117100670	789.38
11706183B	6,491.36	117100680	277.73
11706187E	2,918.90	11710069A	256.02
117061900	1,477.42	11710069B	339.82
117061910	2,100.73	117100710	52.95
11706193D	498.54	11710075B	1,547.38
11706194A	566.05	117100760	3,371.04
11706195A	2,414.07	11710077A	1,449.95
117061960	1,799.96	117100780	454.33
117062010	2,815.05	11710079A	1,185.72
117062050	1,407.59	11710081D	999.13
117062060	1,614.63	11710082A	1,064.46
117062070	2,285.80	11710083A	562.61
117062080	1,407.59	117100840	486.23
117062090	1,407.59	11710089A	11,343.46
117062100	3,717.81	117100920	408.39
117062110	578.37	11710094A	309.11
117062120	1,069.23	117100950	347.50
117062160	2,162.29	117100960	581.48
117062170	3,227.41	117100970	249.87
11706218A	1,477.62	11710098A	389.46
11706219D	3,071.27	117100990	743.44
11706219F	896.61	11710100A	967.16
117062200	2,935.18	117101010	2,063.53
117067090	2,021.30	117101020	1,537.52
117067100	1,608.41	117101210	1,504.76
117067110	513.30	117101250	551.16
117067120	121.66	117101260	672.75
117067130	869.60	117101270	419.38

FISCAL YEAR 2016/17 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

<u>PARCEL ID #</u>	<u>TAX LEVY</u>	<u>PARCEL ID #</u>	<u>TAX LEVY</u>
117101280	\$873.70	11711102A	\$1,332.99
117101290	589.75	117111040	1,516.34
117101300	432.35	117111050	1,603.12
117101310	383.77	117111060	348.36
117101320	357.82	117120030	100.28
11710133A	785.08	11712006A	945.72
117101350	490.00	11712007A	3,812.53
117101360	423.98	117120080	4,133.02
117110160	1,134.89	117120130	644.49
117110170	13,660.83	117120140	919.04
117110180	612.32	117120150	268.73
11711020A	1,455.12	11712017A	2,503.69
117110210	2,916.65	11712019A	600.80
11711048D	22,726.51	117120200	3,028.78
117110730	654.62	117120210	3,239.06
117110740	954.92	117120220	839.88
117110750	264.49	117120280	813.47
11711076A	1,042.49	117120290	825.39
11711076B	2,205.04	117120300	504.37
117110770	524.95	117120310	2,368.67
117110780	542.56	11712033A	1,650.84
117110790	957.65	117120360	706.91
11711080A	26,569.88	11712037A	2,046.95
11711080C	3,103.84	117120470	1,697.90
117110820	1,411.03	11712048A	248.61
117110830	1,621.65	117120490	225.97
117110840	2,432.47	117120860	1,634.62
11711085A	3,063.06	11712087B	7,171.59
117110890	944.26	11712087C	2,872.24
117110900	3,971.19	11712098A	19,240.43
117110910	1,175.53	11712099A	3,213.91
117110920	1,055.59	11712103C	23,094.33
11711096C	12,393.96	117121240	520.25
11711096D	9,256.57	117121250	498.08
11711096E	5,849.58	117121260	507.28
117110980	1,497.54	117121270	256.22
117110990	672.49	117121280	518.27
117111000	1,725.77	117121290	1,169.97
117111010	1,256.28	117121300	161.11

FISCAL YEAR 2016/17 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

<u>PARCEL ID #</u>	<u>TAX LEVY</u>	<u>PARCEL ID #</u>	<u>TAX LEVY</u>
117121310	\$190.49	117121700	\$86.05
117121320	190.49	117121710	128.81
117121330	182.82	117121720	157.00
117121340	285.28	117121730	145.75
117121350	982.79	117121740	86.71
117121360	153.56	117121750	142.44
117121370	94.78	117121760	142.57
117121380	142.44	117121770	95.71
117121390	142.44	117121780	153.30
117121400	94.78	117121790	153.82
117121410	153.56	117121800	110.80
117121420	153.56	117121810	86.05
117121430	110.80	117121820	85.91
117121440	86.05	117121830	128.81
117121450	86.05	117121840	156.08
117121460	128.81	117121850	312.42
117121470	157.00	117121860	228.22
117121480	412.23	117121870	475.37
117121490	153.56	117121880	218.82
117121500	94.78	117121890	391.18
117121510	142.44	117121900	3,720.13
117121520	142.57	117121910	334.92
117121530	95.71	117121920	1,051.89
117121540	153.30	11713027A	662.59
117121550	153.82	11713029A	2,958.68
117121560	111.07	117130360	1,416.79
117121570	86.05	11713037A	1,253.90
117121580	86.05	117130390	4,923.92
117121590	128.81	117130400	2,595.83
117121600	157.00	117130410	1,980.66
117121610	153.56	117130420	1,120.66
117121620	94.78	117130430	1,629.46
117121630	142.44	11713156A	9,628.65
117121640	142.57	117131600	3,670.06
117121650	95.71	117131610	728.09
117121660	153.30	117131620	1,104.31
117121670	153.82	117131630	122.32
117121680	110.80	117131640	820.75
117121690	86.05	117131650	33.09

FISCAL YEAR 2016/17 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID # TAX LEVY

117131660	\$1,032.56
117131670	1,032.56
117131680	429.67
117131720	2,985.16
117131740	1,366.02
117131750	575.98
11713177A	3,594.37
11713182A	3,238.53
117131830	1,286.07
117132170	177.92
117132180	1,552.81
117132190	388.80
117132200	378.08
117132210	378.08
117132220	388.80
11713223A	680.70
117132250	376.09
117132260	358.02
117132270	6,394.39
11714072A	1,080.08
11714077A	1,971.86
11714081A	1,516.08
117140860	2,862.04
117140870	1,861.78
117150010	2,628.79
117150030	925.80
117150040	1,032.56
117150050	2,072.93
117160030	3,244.36
117160050	1,284.35
11716007B	5,972.83
117160100	1,841.27
117160110	2,095.04
117160130	3,167.05
117160330	954.19
117160360	992.85
117160370	1,217.89
117170010	2,586.17
117170020	972.99

PARCEL ID # TAX LEVY

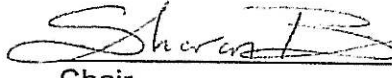
117170060	\$583.79
11717007B	528.33
11717008B	1,219.61
117170090	1,836.77
117170110	2,166.99
117170120	2,870.19
117170170	3,195.04
11717020A	3,021.03
117170340	497.48
117170380	1,014.75
117170400	442.54
11717044B	1,903.29
117170610	36.40
117170620	35.41
117170630	35.41
117170640	36.40
117170650	28.20
117170660	27.47
117170670	27.47
117170680	27.47
117170690	28.20
117170700	36.40
117170710	35.35
117170720	35.35
117170730	36.40
117170740	28.66
117170750	41.57
117170760	41.57
117170770	38.19
117170780	45.54
117170790	36.47
117170800	35.54
117170810	35.54
117170820	36.47
117170830	28.33
117170840	27.53
117170850	27.53
117170860	27.53
117170870	28.33

FISCAL YEAR 2016/17 TAX LEVY

CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

<u>PARCEL ID #</u>	<u>TAX LEVY</u>	<u>PARCEL ID #</u>	<u>TAX LEVY</u>
117170880	\$36.47	117171060	\$27.53
117170890	35.48	117171070	28.33
117170900	35.48	117171080	36.47
117170910	35.48	117171090	35.48
117170920	35.48	117171100	35.48
117170930	36.47	117171110	35.48
117170940	28.66	117171120	35.48
117170950	41.57	117171130	36.47
117170960	41.57	117171140	304.61
117170970	41.57	117171150	128.54
117170980	42.16	117171160	394.76
117170990	36.47	117171170	369.07
117171000	35.54	117171180	308.97
117171010	35.54	117171190	308.97
117171020	36.47	117171200	105.11
117171030	28.33	117171210	153.43
117171040	27.53	11720024A	4,307.03
117171050	27.53		
		Total Levy	\$509,611.02

Passed and adopted this 15th day of August, 2016.



Chair
Pima County Board of Supervisors

AUG 15 2016

ATTEST:


Clerk of the Board

APPROVED AS TO FORM:


Deputy County Attorney
REGINA NASSEN

BUDGET ISSUES

This section of the Fiscal Year 2016/2017 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 2016/17 Budget*, dated April 29, 2016; his May 24, 2016 and June 7, 2016 memorandum, *Tentative Budget Adoption: Fiscal Year 2016/17*; and his June 21, 2016 and July 5, 2016 memorandum, *Fiscal Year 2016/17 Final Budget Adoption*. (The memoranda are located on pages 4-4, 4-36, 4-50, 4-57 and 4-60, respectively.) The tax rates included in the June 21st and July 5th memorandum are not the final rates; Schedule B in the State Reports section contains the adopted County Tax Rates approved for fiscal year 2016/2017.

Issues Synopsis

During the development of the fiscal year 2016/17 budget, the following issues were recognized:

- State Budget Cost Shifts - In balancing the State Budget last year, the Governor and Legislature accelerated cost transfers to the counties and increased the cost transfer to Pima County by more than any other county in the State. This year, State Budget cost shifts continue to be transferred to Pima County in the amount of \$82.4 million, or nearly 25 percent of the existing primary property tax rate.
- Pima County Prevails in Courts Reversal of the Unconstitutional Transfer of State Costs - A significant portion of the FY 2015/16 state cost transfer was related to the State Aid to Education tax credit that has been paid for by the State for the prior 35 years. The County was held fully liable by the unelected State of Arizona's Property Tax Oversight Commission (PTOC) for \$15.8 million of FY 2015/16 one-percent homeowners rebate liability costs. The FY 2016/17 proposed Tentative Adopted Budget assumed Pima County would continue to be held liable for the full \$15.8 million cost.

On June 8, 2015, the County legally challenged the \$15.8 million one-percent homeowners rebate cost transfer approved in the State budget by the Legislature and the Governor. Based on the May 24, 2016 decision of the Maricopa Superior Court, the County has prevailed in the litigation against the State of Arizona regarding the unconstitutional transfer of property tax liability to the County to fund the one percent homeowners rebate.

As a result of the successful litigation, the General Fund Balance for fiscal year 2016/17 will increase by \$15.8 million and the property tax rate will decrease by 9.81 cents for fiscal year 2016/17 since the County will not be required to pay the one percent homeowners rebate.

- Increase in Net Taxable Values - The Primary Net Taxable Value of the County for fiscal year 2016/17 increased \$196 million or 2.58 percent over the prior year and represents only the second annual increase in net taxable value since fiscal year 2009/10. While this amount represents an increase over fiscal year 2015/16, the net taxable value is still \$1,169,012,070, or 13.0 percent, less than six years ago in fiscal year 2009/10.
- Annual 5-Percent Cap on Taxable Net Assessed Value Increases - Fiscal year 2016/17 represents the second effective year of a Constitutional amendment, approved by Arizona voters four years ago, that will substantially limit future overall appreciation of the existing property tax base by setting a 5 percent cap on taxable assessed value increases from year to year. Previously, the market dictated increases in taxable net assessed value.

- Maintenance of Effort Budget - The budget that was adopted by the Board of Supervisors for fiscal year 2016/17 is primarily a “maintenance of effort” budget. It did not expand or add service programs. Because of ongoing state budget cost transfers to the County, there were insufficient dollars to fund these existing essential services as well as absorb the state cost transfers.
- Property Taxes - The fiscal year 2016/17 Adopted Budget primary property tax rate for General Government has been reduced by \$0.0981 from fiscal year 2015/16 due to the County prevailing in the one percent homeowners rebate lawsuit against the State of Arizona. This is less than the \$0.1098 by which the tax rate was increased in fiscal year 2015/16, but it relates to the present tax base and reserves of \$400,000 for attorney’s fees, since the Court has not yet awarded such fees to the County. The Library District and Debt Service secondary property tax rates remain unchanged from fiscal year 2015/16. The Regional Flood Control District secondary property tax rate increases by \$0.0200. The total property tax rate for Pima County (excluding the State mandated Fire District Assistance Tax) decreased from \$5.9165 to 5.8384 per \$100 of net taxable value, a net decrease of \$0.0781.
- Combined Property Tax Levy - Pima County's fiscal year 2016/17 combined property tax rate decreased by 7.81 cents per \$100 of net taxable value over the prior fiscal year. The County will levy \$454 million in primary and secondary property taxes in fiscal year 2016/17 (amount excludes the State mandated Fire District Assistance Tax). Last fiscal year was the second time that the combined levy had increased since fiscal year 2010/11 when it totaled \$418 million. The current year’s levy is \$36 million or 8.6 percent more than the amount levied in fiscal year 2010/11.
- State-Shared Revenues - State shared sales tax revenue is projected to increase by \$3.6 million in fiscal year 2016/17. This increase reflects a gradual recovery in the local economy and continued statewide economic growth.
- Banner- 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 as Banner 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. In May 2014, the Board of Supervisors approved a third two-year contract with ABOR with an annual amount of \$15,000,000 effective July 1, 2014. Due to the increased State Budget Cost shifts to the County in fiscal year 2015/16, the payment to Banner Health reflects a one-time decrease of \$2,500,000 for this fiscal year. For fiscal year 2016/17, the annual contribution amount is restored to \$15,000,000.
- Rainy Day Funds - Maintaining a budget 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. The total General Fund Reserve for fiscal year 2016/17 totals \$61,240,853. This reserve represents 10.8 percent of projected operating revenues for fiscal year 2016/17 compared to the budgeted ending fund balance of 5.6 percent of budgeted revenue last fiscal year.
- General Fund Fiscal Year 2015/16 Ending Fund Balance - The projected General Fund available ending fund balance for fiscal year 2015/16 is \$59,323,758. This is an increase of \$29,067,511 from the budgeted General Fund ending fund balance of \$30,256,247. This

increase is from numerous offsetting increases and decreases in actual expenditures, revenues and operating transfers from the Adopted Budget. The ending fund balance reflects the savings from the May 24, 2016 litigation ruling against the one-percent homeowners rebate state cost transfer to the County.

- Employee Compensation -

A two-part employee compensation plan affecting general County employees and Sheriff Deputies and Corrections Officers is implemented for fiscal year 2016/17. The general employee compensation plan for all eligible employees is as follows:

- 6 percent for employees earning \$35,000 or less per year;
- 5 percent for employees earning between \$35,001 and \$55,000 per year;
- 3.5 percent for employees earning between \$55,001 and \$90,000 per year; and
- 2 percent for employees earning over \$90,001 per year.

A separate decompression plan for Sheriff deputies, sergeants, corrections officers, and correction sergeants moves individuals to a pay rate based on longevity in the department, ranging from 2 percent to 20 percent.

Both plans are effective August 21, 2016 and will cost \$15.4 million in fiscal year 2016/17 and the ongoing annual cost will be \$17.9 million beginning in fiscal year 2017/18. A variety of funding sources have been identified that include both one-time and ongoing funding, including reductions in budget line items, one percent attrition savings, shared benefit costs, and various other cost adjustments.

- Employee Benefits Costs - 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 costs in fiscal year 2016/17 totals over \$145 million which is more than 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, retirement contributions and the impact of other employee benefit costs. Fiscal year 2016/17 aggregate benefits increased in excess of \$6 million over fiscal year 2015/16. This increase in benefits costs will be absorbed by the County despite increasing costs within other areas of the County's budget.
- Employee Medical Insurance Benefits - Prior to fiscal year 2013/14, the County purchased medical insurance from an independent provider. Over the five years prior to fiscal year 2013/14, the County's employee medical insurance premiums 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 starting in fiscal year 2013/14. Under this new model, fiscal year 2013/14 insurance costs increased by less than 7% from the fiscal year 2012/13 cost. Medical insurance costs are expected to increase by approximately 5 percent to 7 percent per year under this new model.
- Combined Adopted Budget - Overall County budgeted expenditures of \$1,232,771,605 are 5.6 percent higher than fiscal year 2015/16 budgeted expenditures of \$1,166,869,142 and 17 percent less than nine years ago.

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



MEMORANDUM

Date: April 29, 2016

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

From: C.H. Huckelberry
County Administrator

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

Re: Transmittal of the Recommended Fiscal Year 2016/17 Budget

Introduction

This memorandum transmits the Recommended Fiscal Year (FY) 2016/17 Budget for Pima County. These recommendations are made based on information available in April 2016. **As of today, the Governor and the State Legislature have not adopted a State budget for FY 2016/17. It is likely that the final budget adopted by the State will have significant impacts on Pima County's final budget and will change the recommendations made in this memo.** It is possible additional relevant information will become available for the Board of Supervisors as it deliberates on the budget prior to final adoption on June 21, 2016.

On February 16, 2016, the Board ordered five additional public hearings be held on the budget. Two of these hearings have been completed, and three will occur after this budget transmittal memorandum is released. In total, the Board will have held seven public hearings regarding the budget, totaling approximately 20 hours, before Final Budget Adoption. The budget hearings have been televised, as well as available for viewing through the internet.

All budget documents, as submitted by County departments, have been available on the County's website since February 1, 2016. Over 35 budget-related communications have been issued to the Board during FY 2016, and are available for review at http://webcms.pima.gov/government/county_administrator/.

Significant dates in the budget adoption and tax levy processes are as follows:

May 3, 2016	Board of Supervisors Budget Hearing
May 10, 2016	Board of Supervisors Budget Hearing
May 17, 2016	Board of Supervisors Budget Hearing
May 24, 2016	Tentative Budget Adoption (Sets Budget Ceiling)

- June 21, 2016 Truth in Taxation Hearing (Primary, Regional Flood Control and the County Free Library)
- June 21, 2016 Final Budget Adoption
- August 15, 2016 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

The FY 2016/17 Recommended Budget continues to be based largely on the County's response to a set of unique challenges from a variety of outside sources. These challenges include increased retirement, employee health benefit, utility and other costs that are not under the control of the County. In addition, the Arizona Legislature and the Governor propose to balance the State Budget by transferring over \$101 million of FY 2016/17 State Budget costs to Pima County. Up to \$16 million of these cost shifts are in dispute and are currently in litigation. These additional costs imposed by the State cause significant uncertainties in the development of the County budget, impact on my current recommendations, and have significant impacts on all of Pima County's existing service priorities and programs, including law enforcement, healthcare and economic development.

Like all governments in Arizona, Pima County has necessarily adjusted to reduced revenues and increased service demands during the economic recession. More than eight years ago, at the beginning of the 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 improve efficiency. Internal services were centralized to increase efficiency and reduce cost. The workforce was reduced, primarily through normal attrition. Priorities were re-evaluated and items of discretionary spending, such as travel, have been nearly eliminated. Department and agency budgets have been incrementally reduced over time through a managed, thoughtful process.

The cumulative effect of these departmental budget reductions has been substantial. General Fund supported departments have been reduced 13.5 percent, except the Sheriff's Office, which was reduced 4.5 percent. In addition to these reductions, departments were required to absorb the impact of salary increases awarded by the Board of Supervisors in FY 2014/15. This is the equivalent of an additional 0.7 percent reduction. Departments also 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. The ongoing FY 2016/17 transfer of State Budget costs only exacerbates this problem.

Between FY 2009/10 and FY 2013/14, primary property taxes levied by the Board of Supervisors decreased 7 percent, or an aggregate of \$20.6 million, over that four-year period. In FY 2010, the primary property tax levy was \$298 million. The levy declined to \$277 million in FY 2014. At the same time, the General Fund balance declined from \$77.5 million to \$42.9 million. These numbers reflected Pima County's long-term strategy of decreasing the fund balance without raising property taxes to assist the local economy in recovering from the Great Recession. In FY 2014/15, the General Fund balance had been reduced to the minimum

desirable, and a property tax rate increase was required by the Board to bring the budget into structural balance with expenditures.

For only the second time in seven years, the primary property tax base in Pima County will increase in FY 2016/17 by 2.58 percent. Between 2010 and 2014 the secondary net assessed value of the County declined 25.4 percent. It is expected that the property tax base will continue to increase modestly for the next few years.

The current primary property tax rate of \$4.3877 is recommended to be increased \$0.1030 to \$4.4907 per \$100 of net taxable value due to lack of action on the part of the State regarding next year's cost transfers and to provide an ongoing funding source for the increased cost associated with the potential worst-case State Budget cost transfers. This recommended increase in the primary property tax rate will produce \$7.8 million more in revenue than the current rate, but is \$51.0 million less than the Constitutional Levy Limit, which is indexed for inflation. These additional property tax revenues from the increased rate are recommended to offset \$7.8 million of unfunded additional State cost shifts to Pima County or increasing employee pension and healthcare cost liability. The remaining \$11.0 million of anticipated State cost shifts that may be included in the State Budget have been or will be absorbed within the FY 2016/17 Budget. I will discuss the uncertainties caused by the lack of a State budget later in this memorandum.

It is recommended that the combined secondary property tax rates be increased by a net \$0.0200. The Regional Flood Control District rate is recommended to increase by \$0.0200 to address increases in operational costs during the last several years of declining revenues. The Debt Service and Library District rates are recommended to be unchanged.

Combined with the recommended increase of \$0.1030 in the primary tax rate, the combined recommended County property tax rate is \$6.0395 per \$100 of net taxable value, or \$0.1230 more than the current year. The combined County property tax levy is \$469,664,236, or \$21,009,991 more than the current year.

The recommended combined total County Budget for FY 2016/17 is \$1,226,880,273, which is \$60,011,131, or 5.1 percent, more than the current year's Adopted Budget. This increase includes \$18.8 million of State cost shifts.

- The projected General Fund available ending balance for FY 2015/16 is \$43,519,695, an increase of \$13,263,448 over the budgeted General Fund Reserve of \$30,256,247. This amount represents the beginning fund balance for FY 2016/17.
- It is recommended that the non-recurring FY 2015/16 ending balance be allocated for the following purposes:

- \$15,000,000 to fund the contract payment to Banner Health on behalf of the Banner–University of Arizona Medical Center South Campus.
- \$28,519,695 to fund a portion of the total General Fund Reserve for FY 2016/17 of \$46,378,198, which is 7.9 percent of General Fund revenues and operating transfers-in. The reserve has been increased to meet any unknown State budget costs shifts that may be included in the final State Budget, meet Government Finance Officers Association benchmarks regarding fund balance and reserves and to maintain sufficient funds for emergencies. If this reserve is not spent, it will represent the base ending fund balance for FY 2016/17.
- Assuming continuation of the current primary property tax rate of \$4.3877, General Fund base revenues and transfers-in for FY 2016/17 are projected to be \$569,499,086, which is \$18,580,561, or 3.4 percent, more than the current year.
- Excluding primary property taxes, General Government revenues from all other sources are projected to increase \$7,754,242, or 4.7 percent.
- The value of the net primary property tax base is projected to increase 2.58 percent, which will result in an increase in the primary levy of \$8,614,761 at the current tax rate of \$4.3877.
- Total primary property tax revenues from all sources are projected to increase \$8,340,774 at the current tax rate. Primary property tax revenues are different than the tax levy due to the impact of tax collection and delinquent tax collection rates and associated penalties and interest. Note that higher than expected property tax collections in FY 2014/15 and FY 2015/16 slightly offset increased primary property tax revenues collected from all sources.
- General Fund base expenditures and transfers-out for FY 2016/17 are projected to be \$540,570,758, which is \$42,195,318, or 7.2 percent, less than the current year's adopted budget.
- State cost transfers to Pima County presently enacted into law will impact recommended budget expenditures by as much as \$18.8 million. When added to the existing State budget cost transfers, this is an annual budget impact of \$101 million for FY 2016/17, or 30 percent of the existing primary property tax rate of \$4.3877.
- The General Fund Budget Reserve totals \$46,378,198.
- It is recommended that the primary property tax rate be increased by \$0.1030 cents to a total rate of \$4.4907 to fund \$7,752,256 of the \$18,824,262 of FY 2016/17

State Budget cost transfers that cannot be accommodated by internal budget reductions or decreases in ending fund balances for the General Fund.

- The Recommended Budget for the Library District (excluding grants) is \$41,931,726, a \$617,702 increase from the current year; and the tax rate is recommended to remain unchanged at \$0.5153.
- The Recommended Budget for Debt Service is \$115,455,401, a \$4,634,699 increase from the current year; and the tax rate is recommended to remain unchanged at \$0.7000.
- The recommended operating budget for the Regional Flood Control District (excluding grants and special programs) is \$16,472,029, an increase of \$318,187 from the current year, and the tax rate is recommended to increase 2 cents to \$0.3335.
- The combined, total recommended County property tax rate (excluding the Fire District Assistance Tax) is \$6.0395, a \$0.1230 increase from the current year; and the resulting combined County levy (excluding the Fire District Assistance Tax) is \$469,664,236, a \$21,009,991 increase from the current year.
- The combined, total Recommended County Budget for FY 2016/17 is \$1,226,880,273, which is \$60,011,131, or 5.1 percent, more than the current year.

II. STATE BUDGET COST SHIFTS

A. Overview of State Cost Shifts

Prior to a discussion of the Pima County Recommended Budget, a review of the State of Arizona's continuation of the shifting of budget costs to Pima County is necessary; as these shifts have direct, adverse impacts on the programs and services provided by the County in FY 2016/17.

Over the years, the State has adopted new programs, paid for them entirely for one or two years, and then shifted the program costs to the counties. Examples are the Restoration to Competency and Sexually Violent Persons programs. Restoration to Competency takes a criminal defendant who would otherwise be declared incompetent to stand trial and improves their mental competency to where they are able to stand trial. Sexually Violent Persons are individuals confined to the State Prison System who, upon completion of their sentence, are deemed to be a continuing threat to public safety and are confined at the Arizona State Hospital. Both of these programs were initially paid entirely by the State. They are, without question, State programs and should be entirely paid for by the State. Now, however, their

costs have been entirely or partially shifted to the counties. The same is true for the State Indigent Health Program (Arizona Health Care Cost Containment System, Arizona Long Term Care System and Behavioral Health System). These ongoing State cost transfers to Pima County, including the County’s share of salaries and benefits for the courts, totaled \$83.8 million, or 25 percent of the County’s primary property tax rate last year.

Once again, in proposals to balance the pending State Budget this year, the Governor and Legislature have proposed continuing the series of new cost transfers originally sent to the counties in FY 2015/16. The continuation of these cost transfers is particularly onerous to Pima County as it continues to receive more of these cost transfers than any other county in the State. The current proposed cost transfers to the County presently pending in the State Legislature equal \$18.8 million and are shown in Table 1 below.

Table 1: Continuing FY 2016/17 State Cost Transfers to Pima County.

Description	Amount Required From Pima County
State Juvenile Corrections	\$ 1,840,289
“Additional State Aid for Education”	15,803,973
Restoration of ALTCS Dental	141,000
AZDOR Operating Cost	1,039,000
Total	\$18,824,262

When these new increased State budget cost transfers are added to last year’s transfers, the total is \$101 million for FY 2016/17, or nearly 30 percent of the existing primary property tax rate of \$4.3877. The County clearly continues to subsidize the State.

B. School Funding and the One-percent Cap on Residential Primary Property Taxes

In 1980, 36 years ago, Arizona voters approved a constitutional limit on the amount of primary property tax that can be levied on residential property. The aggregate amount of primary property taxes payable to jurisdictions on residential property cannot exceed one percent of the property’s value. The Legislature, in 1981, as part of its effort to equalize school funding and satisfy its constitutional obligation to provide for a uniform statewide school system, provided that school district levies would be reduced when the one percent cap is exceeded, and the State would provide additional funding to the impacted school district to make up the difference. This has been the law and practice for 35 years.

Last year, the State Legislature passed and the Governor approved poorly conceived budget legislation that transferred a significant portion of this additional funding to the County and

other taxing jurisdictions for the very first time. This has allowed the State to increase its revenues while ostensibly not raising taxes; instead forcing local jurisdictions in the County to raise their taxes to cover the State's obligations. They did this without the two thirds super majority required under the State Constitution for passage of measures that raise State revenues. Ironically, for Pima County, which is funded with property taxes, this just exacerbates the problem that this legislation was supposed to address.

Pima County filed suit on June 8, 2015 to reverse this unconstitutional legislation and this litigation is pending in Maricopa Superior Court. In the interim, this law is in full effect and the County is being dramatically impacted by it.

This flawed legislation requires the State's Property Tax Oversight Commission (PTOC) to apportion the liability among the various property taxing jurisdictions where a one percent exceedance occurs. The PTOC was required to perform this allocation of this liability for FY 2015/16 in September 2015; a date that is well after the County's budget was adopted and its primary property tax rate was set. The PTOC failed to meet until March 15, 2016 to apportion this liability.

Based on the wording of the legislation, it was determined that the total liability attributable to jurisdictions within Pima County totaled \$16.8 million. The legislation apportioned the first \$1 million payable to the impacted school districts to the State of Arizona. The remaining \$15.8 million was to be allocated to the various primary property taxing jurisdictions by the PTOC. This remaining \$15.8 million would then be paid to the Tucson Unified School District.

At its meeting on March 15, 2016, and with only 90 days remaining in the current fiscal year, the PTOC apportioned all of this liability to Pima County instead of appropriating proportional shares to Pima County, the City of Tucson, South Tucson, Pima Community College and the Tucson Unified School District. Unfortunately, the PTOC appears to have incorrectly interpreted the legislation and determined the appropriation of the one percent exceedance liability incorrectly.

In adopting the FY 2015/16 Budget, the County budgeted \$8.1 million as its expected proportional share of this one percent exceedance liability. Additionally, the primary property tax rate was increased by \$0.1098 from \$4.2779 to \$4.3877 per \$100 of net taxable value exclusively to cover this additional State required cost. This should have been our maximum proportionate share of the liability under any reasonable interpretation of the law.

Based on this poorly worded legislation and the March 15th decision of the PTOC, Pima County now has a liability to pay the entire amount of \$15.8 million in FY 2015/16 to the Tucson Unified School District. This is nearly \$7.8 million more than budgeted and will have to be paid out of existing reserves.

As the Governor and the Legislature have not finalized the State's FY 2016/17 Budget, it would be imprudent on the County's part not to assume that a similar liability amount would be required in FY 2016/17 and future years. Thus, an expenditure of \$15.8 million for this liability is included in the recommended budget. Of this amount, \$8.1 million is funded within the existing primary property tax rate. In the event that this legislation is not rewritten, repealed or overturned, I am recommending an ongoing primary property tax rate increase of \$0.1030, from \$4.3877 to \$4.4907 per \$100 of net taxable value dedicated to this portion of the one percent homeowners rebate liability. Note that this is the only change that I am recommending to the primary property tax rate in FY 2016/17 and, once again, the increase is driven entirely by this unprecedented cost shift from the State of Arizona.

Property taxes are constitutionally required to be levied for a particular purpose. For Pima County, the purpose has been the general support of the County government. Now, a portion of the County's tax levy will actually be used for the general support of one or more other taxing jurisdictions (school districts). County taxpayers who reside outside of the Tucson Unified School District boundaries will have no say in the levying of or the use of these funds by the District. We believe this is unconstitutional and is one of our premises for asking the Maricopa County Superior Court to void the existing statute.

Fortunately, even the sponsor of the bill allocating the burden of the residential property tax bill recognizes the need to repeal and replace this unconstitutional legislation and is currently sponsoring legislation to do so. Final resolution is delayed as the Governor and Legislature work through passing a State Budget.

III. GENERAL FUND ENDING FUND BALANCE: FY 2015/16

A. Positive Ending Fund Balance

The recommended General Fund ending balance for FY 2015/16 is \$43,519,695. This is a projected increase of \$13,263,448 over the budgeted General Fund Reserve of \$30,256,247. This ending balance represents approximately 8 percent of projected revenues for FY 2015/16 compared to the budgeted ending fund balance of 3.6 percent in FY 2014/15.

This net increase of \$13,263,448 results from numerous offsetting increases and decreases in actual expenditures, revenues, and operating transfers from the Adopted Budget, including:

- An \$18.4 million greater FY 2015/16 beginning General Fund balance than was anticipated at the time the FY 2015/16 Budget was adopted. Most General Fund departments experienced larger than budgeted cost savings than anticipated when the budget was adopted as the result of a hiring freeze and other cost saving measures during the second half of FY 2014/15 as well as savings in mandated payments, elections and general facilities costs.

- Projected \$2.6 million in savings in mandated behavioral health and \$942,000 in savings in mandated long-term care payments in FY 2015/16.
- \$1.2 million carryover of unspent FY 2015/16 funds required to complete the upgrade of the County's enterprise accounting and budgeting systems.
- Any cost savings or additional revenue realized during FY 2015/16 are partially offset by the State of Arizona's Property Tax Oversight Commission (PTOC) incorrect decision to allocate 100 percent of the FY 2015/16 One Percent Homeowners Rebate State budget cost shift liability to Pima County. The County had anticipated in its FY 2015/16 adopted budget that its fair share of the cost of this rebate to qualified owner-occupied residential properties would total \$8.1 million. Instead, the PTOC allocated the full \$15.8 million cost to Pima County. This is a \$7.8 million cost increase.
- Also offsetting any cost savings are \$2.1 million in unbudgeted elections costs associated with the Presidential Preference and special statewide election to be held on May 17, 2016. It is anticipated that only \$543,000 of the costs associated with the Presidential Preference election will be reimbursed to the County by the State of Arizona.

Finally, it should be noted that the FY 2015/16 ending fund balance would be \$7.8 million higher if the PTOC had allocated the One Percent Homeowners Rebate dollars proportionally to all Pima County primary taxing jurisdictions. We believe the PTOC incorrectly allocated all of the FY 2015/16 cost of these rebates only to Pima County.

B. Recommended Uses of General Fund Ending Balance

Set forth below are my recommendations for use of the \$43,519,695 of nonrecurring, one-time resources projected as the available ending balance of the General Fund on June 30, 2016.

1. Banner–University of Arizona Medical Center South Campus

Over the past several years, the partnership between Pima County, The University of Arizona and now Banner Health has allowed the hospital and Pima County to align incentives and expand opportunities within the academic medical system.

Beginning in 2010, 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 The University of Arizona Medical Center South Campus. Additional contracts were approved in 2012 and 2014, providing for annual base funding at \$15,000,000 in consideration for a

variety of services being provided at the South Campus complex that will benefit the County and health of its residents. A fourth two-year contract between Banner Health and the County was recently approved by the Board and will become effective July 1, 2016.

Some have criticized our property tax commitment to the academic medical system. With the exception of a one-time support reduction to \$12.5 million in FY 2015/16 this support has been \$15 million per year for the last several years, which is far less than the \$34 million Pima County lost when it last operated the hospital in 2004. This arrangement, where a professional hospital nonprofit, Banner Health, together with the academic medical college of The University of Arizona, operates our hospital, is a good value for Pima County taxpayers as compared to the property tax support being provided to the Maricopa County hospital system by Maricopa County taxpayers.

In 2005, funding of the Maricopa County hospital was made a separate secondary property tax special district, the Maricopa County Special Health Care District. In November 2014, Maricopa County voters also authorized the Maricopa County Special Health Care District to issue general obligation bonds.

Since 2005, the District's property tax support from Maricopa County property taxpayers has totaled over \$635 million. As a result of the District recently issuing debt, annual support is now over \$104 million. In addition, a significant portion of the correctional medical costs in Maricopa County of \$66.9 million per year are funneled to the Maricopa County Special Health Care District; hence, the property tax support on a per capita basis provided by a Maricopa County resident is far more than the property tax support of a Pima County resident for our hospital system.

This hospital arrangement continues to have my full support. In FY 2015/16, the Board approved a one-time reduction in the payment to Banner Health to offset a portion of the State budget cost shifts. I recommend the full \$15 million payment be made to Banner Health in FY 2016/17.

2. General Fund Reserve

In Fiscal Year 1997, the General Fund Reserve was budgeted at zero. Since that time, the Board has taken a variety of significant actions to stabilize finances and enhance the fiscal integrity of the County. This has enabled the Reserve Fund to be steadily restored.

The Government Finance Officers Association recommends, as a minimum benchmark, that 5 percent of operating revenues be set aside as fund balance. For most of the past 8 years, the Board has been able to achieve or exceed a 5 percent reserve within the Adopted Budget. The exception was FY 2014/15, when the reserve was nearly 4 percent.

The budget reserve has contributed to an enhanced bond rating being assigned to the County, which has saved approximately \$2 million 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 tax base began contracting in FY 2011 and declined 7.04 percent in FY 2012, 2.84 percent in FY 2013, 6.38 percent in FY 2014 and 0.54 percent in FY 2015. The property tax base ended its decline in FY 2015/16 and increased a modest 1.36 percent. FY 2016/17 will see the property tax rate increase by 2.58 percent. It is anticipated the real estate market and construction industry in the County will take several more years to fully recover from the impacts of the Great Recession. In addition, future increases in the tax base will be limited to a 5 percent Constitutional cap on taxable assessed value increases from year to year. This cap will substantially limit future overall appreciation of the existing property tax base. Also, actions of the State and Federal governments that financially impact the County have become increasingly more common, erratic and unpredictable. The trend has been and continues to be shifting program funding to local governments. Consequently, maintaining the Reserve Fund balance at an adequate level has become an important goal.

After the appropriations recommended above to fund the County’s agreement regarding Banner-University Medical Center South Campus the amount remaining of the projected FY 2015/16 General Fund ending balance is \$28,519,695, which I recommend be allocated entirely to fund a portion of the General Fund Reserve.

3. Summary of Recommended Uses of General Fund Ending Balance

Table 2 below summarizes the recommendations discussed above for allocation of the nonrecurring, one-time resources projected as the FY 2015/16 available ending fund balance of \$43,519,695.

**Table 2: Recommended Allocation of FY 2015/16
 General Fund Ending Balance.**

Recommendation	Amount
Banner–University Medical Center South Campus	\$15,000,000
General Fund Reserve	28,519,695
TOTAL	\$43,519,695

IV. GENERAL FUND BASE BUDGET: FY 2016/17

A. General Fund Base Budget Revenues

Assuming continuation of the current primary property tax rate of \$4.3877, projected FY 2016/17 base budget revenues and operating transfers to the General Fund total \$569,499,086. This is a \$18,580,561, or 3.4 percent, increase from the current year budgeted revenues and operating transfers to the General Fund.

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

1. General Government Revenues Other Than Property Taxes

Excluding primary property tax revenues, projected FY 2016/17 base budget General Government revenues from all other sources is \$173,204,078; which is a \$7,754,242, or 4.7 percent, increase from the current Adopted Budget.

The largest revenue stream in this category, state shared sales tax, is projected to increase by \$3.6 million, or 3.3 percent, to \$112.1 million reflecting a slow but continued recovery in the local economy. Vehicle License Tax revenue is also projected to show continued improvement next year with an overall increase of \$1.4 million, or 5.5 percent.

2. Primary Property Tax Revenues

Annual 5-Percent Cap on Taxable Net Assessed Value Increases

FY 2016/17 represents the second effective year of a Constitutional amendment, approved by Arizona voters four years ago, that will substantially limit future overall appreciation of the existing property tax base by setting a 5 percent cap on taxable assessed value increases from year to year. Previously, the market dictated increases in taxable net assessed value.

Primary Property Tax Revenues

The Taxable Assessed Value for FY 2016/17 totals \$7,816,699,760. This is a net \$196,338,887, or 2.58 percent, increase over the current year and represents only the second annual increase in Taxable Assessed Value since FY 2009/10. While this amount represents an increase from FY 2015/16, the Taxable Assessed Value is still \$1,169,012,070, or 13.0 percent, less than six years ago in FY 2009/10. Next fiscal year, the market value of existing property in the County will increase by 0.68 percent. New construction will add 1.90 percent to the property tax base. Because the primary tax base will increase next year, use of the current year's tax rate will result in a levy amount that is 2.58 percent greater than the current year's levy.

Assuming the same primary rate as this year of \$4.3877 per \$100 of taxable assessed value, the resulting primary levy is \$342,973,335. This is \$8,614,761 more than the amount levied in this year's Adopted Budget.

In addition to collection of current year property taxes, the County 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 \$4.3877, the total base property tax revenues projected for FY 2016/17 are \$345,650,549. This amount is \$8,340,774, or 2.47 percent, more than the total primary property tax revenues adopted in this year's Budget. The majority of the difference between the levy amount and the revenues collected is attributable to the overall collection rate and reductions in the forecasted collections of penalties and interest on delinquent property tax collections.

State Truth in Taxation statutes determine the County's revenue neutral primary property tax levy 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. Pursuant to statute, the County's neutral primary rate is \$4.3581, or \$0.0296 lower than the current year's rate. The resulting neutral primary levy is \$2,313,743, or 0.68 percent, lower than the levy produced by the current year's rate. If the current year primary rate is not reduced, the County will be required to hold a Truth in Taxation hearing prior to the final budget adoption.

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 \$5.1676, or \$0.7799 higher than the current year's rate. The resulting constitutionally capped levy is \$403,935,779, which is \$60,962,444, or 17.8 percent, greater than the levy produced by the current rate.

3. Departmental Revenues

Base budget General Fund revenues from departments and operating transfers-in for FY 2016/17 are projected to be \$50,644,459. This is a \$2,485,545 net increase over the current year's budget.

This increase reflects continued improvement in local economic activity and the corresponding utilization of County services for fees. Increases in revenues range from additional revenue related to the primary, general and school related elections to increased Print Shop revenue and increases in operating transfers-in from various County funds.

B. General Fund Base Budget Expenditures

The amount required to fund General Fund-supported base budgets for both departmental expenditures and transfers-out is \$540,570,758; which is \$42,195,318, or 7.2 percent, less 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; impacts to base pursuant to Board-adopted budget policies and prior directives; and decreases for one-time expenditures in the current year. Base budget expenditures do not include anticipated FY 2016/17 State cost shifts totaling \$18.8 million.

Since the economic recession began more than eight 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 13.5 percent, except the Sheriff's Office, which has been reduced by 4.5 percent. Included in these percentages is the two percent across the board budget reductions required of all department budgets to offset State cost shifts in FY 2015/16.

Significant components within recommended base budget expenditures include (before adjustment for Final Budget Recommendations):

- \$276,744,847, or 48 percent, of General Fund expenditures for Justice and Law Enforcement functions.
- \$62,800,407 for mandated payments to fund State programs for indigent acute and long-term healthcare, as well as mental healthcare.
- \$13,136,418 for adult and juvenile detention healthcare.
- \$99,252,006 for General Fund employee benefits, including medical, dental and life 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.
- \$4,144,451 for allocation to Outside Agencies.

Significant additions to General Fund base expenditures for FY 2016/17 include:

- \$6,423,850 to fund the cost of the FY 2016/17, Primary and General elections.
- \$6,103,719 representing the one-time final payment related to the purchase of the Stardust Property (soccer fields).

- \$3,000,000 reserve for possible increases in the County's electrical costs.
- \$2,960,956 in additional employee medical premium costs.
- \$1,200,000 to fund the one-time costs to complete an upgrade of the County's enterprise level financial systems.
- \$768,728 for Print Shop related costs. The Print Shop's accounting status was moved from an internal service fund to the General Fund. The Shop will be funded by a combination of revenues and County overhead.
- \$727,775 ongoing increase in the Public Safety Personnel Retirement System contribution.

C. County Staffing Remains Unchanged from FY 2015/16

Since the start of the great recession more than eight years ago, 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 improve efficiency. Internal services were centralized to increase efficiency and reduce cost. The workforce was significantly reduced, primarily through attrition. Department and agency budgets and staffing have been incrementally reduced over time.

The cumulative effect of these departmental budget and staffing reductions has been substantial. General Fund supported departments' budgets have been reduced 13.5 percent, except the Sheriff's Office, which was reduced only 4.5 percent. In addition to these reductions, departments were required to absorb the impact of salary increases awarded by the Board of Supervisors in FY 2015. This is equivalent of an additional 0.7 percent reduction.

The overall County workforce has been reduced by over 1,333 Full-Time Equivalents (FTEs) or 15.8 percent from peak staffing in FY 2007/08 as shown in Table 3 below. In addition to decreases in staffing, the County instituted significant changes in the way it budgets and accounts for vacant positions and staff turnover. By having departments budget only for positions that they can reasonably expect to fill during the course of the year, FTEs decreased by 194 in FY 2015/16.

Total FY 2016/17 recommended budgeted FTEs are basically unchanged from FY 2015/16 despite changes in how elections workers and other temporary help are accounted for in the County's personnel and financial systems that resulted in a significant increase in the number of FTEs associated with these types of positions.

**Table 3: Total Budgeted FTE Positions, FY 2008
 Adopted Budget through FY 2016/17
 Recommended Budget.**

FY	Budgeted 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	7,329	15	(1,067)
2014/15	7,255	(74)	(1,141)
2015/16	7,061	(194)	(1,335)
2016/17	7,063	2	(1,333)

V. RECOMMENDED ADJUSTMENTS TO GENERAL FUND BASE EXPENDITURES

As part of balancing their budget, the State continues to accelerate cost transfers to the counties and continues to increase cost transfers allocated to Pima County by more than any other county in the state. While the State is still currently developing its budget, the proposed cost of expected transfers to Pima County total \$18.8 million. The fact that the final amount of cost transfers have not yet been finalized in the State budget and likely will not be determined by the State Property Tax Oversight Commission until sometime in September 2016 or later, long after we have adopted a budget and set a tax rate on the dates required by law, requires the budget to account for the worst-case scenario of State Budget cost shifts.

Table 4 below details the FY 2016/17 expenditure adjustments required to assume the additional ongoing State-related cost shifts and fully fund a 7.9 percent budget reserve.

Table 4: Recommended Adjustments to FY 2016/17 Base Expenditures and Operating Transfers-Out.

Proposed FY 2016/17 Expenditures and Operating Transfers-Out	\$540,570,758
Uses of FY 2015/16 Ending Fund Balance:	
Banner-University Medical Center South Campus	\$15,000,000
Fund Portion of 7.9 Percent FY 2016/17 Budget Reserve	\$28,519,695
State Budget Cost Shifts:	
Homeowner Tax Rebates (1Percent) – Minimum Payment to School Districts	\$8,051,797
Additional Homeowner Tax Rebates (1 Percent) as Determined by the PTOC	\$7,752,256
State Juvenile Corrections	\$1,840,289
Restoration of ALTCS Dental	\$141,000
Arizona Department of Revenue Costs	\$1,039,000
Fund Remainder of 7.9 Percent Budget Reserve and Other Adjustments	\$17,858,503
FY 2015/16 County Administrator Recommended Expenditures and Operating Transfers-Out	\$620,773,298

Without a doubt, these reductions will have an impact on the level of services that are provided by County departments for various programs.

The General Fund budget I recommend totals \$620,773,298 and consists of \$587,875,300 of expenditures and \$32,897,998 of operating transfers-out to other County departments and funds.

I am also recommending a General Fund Budget reserve of \$46,378,198. This amount represents 7.9 percent of recommended revenues and operating transfers-in. This reserve meets the Government Finance Officers Association recommendation of a minimum set aside, provides the capacity to accommodate any additional State cost shifts over and above those included in the current recommended budget and still retains a reserve capacity for any emergency funding during the course of the coming fiscal year. A further discussion of the value of this reserve occurs in Section III.B.2.

VI. RECOMMENDED ADJUSTMENT TO GENERAL FUND BASE REVENUES

The adjustments to expenditures and operating transfers-out discussed in Section V above, despite all the reductions in funding for County services and programs, continues to disrupt the County's ability to develop a base budget that meets its citizens' needs versus the needs of State government. The State of Arizona's determination that the County must pay an

additional \$7.8 million in One Percent Homeowners Rebate liability from now and in the future means that the County must increase primary property tax rates and revenues accordingly. Table 5 below shows the revenue adjustments required between the base revenues and operating transfers-in and the County Administrator recommended revenues and operating transfers-in.

Table 5: Recommended Adjustments to FY 2016/17 Base Revenues and Operating Transfers-In.

Proposed FY 2016/17 Revenues and Operating Transfers-In	\$569,499,086
FY 2015/16 Ending Fund Balance	\$43,519,695
Increase Primary Property Tax Rate by \$0.1030 to offset an additional \$7,752,256 of State Cost Transfers	\$7,754,517
FY 2016/17 County Administrator Recommended Revenues and Operating Transfers-In	\$620,773,298

As discussed above, costs have increased for a variety of reasons. These include increases in mandated payments such as retirement contributions, increased employee costs for medical insurance, increased costs of obtaining services, increased costs incurred during a presidential election year and increased costs required to maintain adequate central services infrastructure. The continuing State budget cost shifts of \$18.8 million have exacerbated County costs and the uncertainty of the real impact of these cost shifts to the point where, the County, despite our best efforts, has difficulty absorbing the full impact of these new costs.

We expect the County will, at a minimum, need \$15.8 million to provide the “additional state aid for education” to school districts in which the constitutional cap on residential property taxes is exceeded, which was previously provided by the State. (The legislation is so unclear, and so much of the allocation is left to the Property Tax Oversight Commission (PTOC), that it is impossible to determine at this point the exact extent of the County’s future liability). Most or all of these funds will go to Tucson Unified School District (TUSD), which is required by State law to raise all of the funding for its federally-mandated desegregation program from local property taxes and, consequently, has a higher tax rate than would otherwise be required. I am, therefore, recommending the Board approve an increase in the County’s FY 2016/17 primary property tax rate from \$4.3877 to \$4.4907, a \$0.1030 increase. We will be levying this tax essentially for the general support of TUSD as required by the State.

As you know, the County Attorney filed a lawsuit in June of last year to reverse what we believe is an unlawful transfer of State responsibility for school funding. The one percent of full cash value cap on total property taxes for residential property was created by a 1980 Constitutional Amendment. One year later, in 1981, the Arizona Legislature implemented the cap by absorbing overages as part of its constitutional obligation to provide for a uniform

statewide school system. After paying this cost for the last 35 years, the Governor and the Legislature, last year, shifted the cost to local jurisdictions. In March of 2016, the Property Tax Oversight Commission, which had been given the discretion to determine how much each jurisdiction will pay, allocated all of the responsibility for the TUSD payment to the County. The sole reason our primary property tax rate will increase this year is State budget cost transfers. We have absorbed all of these transfers, but we cannot responsibly absorb the "additional state aid for education" portion.

I have made it clear throughout this memorandum that the State has placed Pima County in an extremely difficult position by, in some cases, arbitrarily shifting its costs to the County. In a year of improving taxable assessed values, the State has placed the County in a position where, despite reducing costs and increasing other revenues, we must raise our primary property tax rate. It is important the taxpayers are made aware of this shift in tax burden.

VII. 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 FY 2016/17, the Pima County Public Library budget includes the operation of a Main Library; 26 branches; a bookmobile; and online services, including a dynamic web portal, Infoline, "Ask a Librarian," online homework help, employment and career help, full-text magazine and journal articles and downloadable e-books, audiobooks, video and music.

In support of Pima Prospers Initiatives, the Library provides educational opportunities for workforce development, supporting employers and citizens at all ages and stages and levels of need and blended learning, current technology platforms and new resources. The Library offers child-centered, engaging environments that address the social, emotional and cognitive aspects of learning. These "brain-building" spaces will support the development of executive functions and deeper learning through fun open-ended inquiry, play and discovery.

The Library provides numerous community services to reach an educated, connected community of readers, learners, doers and dreamers. The Library improves the livability of the community and brings people to a higher state of wellness by providing them with avenues to actively participate in, and contribute their expertise to finding solutions, building services and content, performing research and taking action. The Grants and Business Centers are conveniently located in the Idea+Space where Catalyst Café seminars are delivered. Idea+Space is for small business, entrepreneurs, nonprofit organizations, and people searching for job and career services. This includes new programs on business planning, lean

startup workshops, social media marketing, financial management, Catalyst Café events, Library business resources, nonprofit workshops and resources for grant seekers, self-employment assistance and resource referral, job and career help events and furniture designed for collaboration.

Other special services include connected learning environments for youth that teach coding and film-making, in-person tax preparation assistance, homework tutoring in the library and online for students of all ages and in partnership with the Community Food Bank, the *Afterschool Snack Attack* program. These services also contribute to the overall economic stability of the community. The Library is transforming lives by educating, inspiring, and connecting people.

The Library has a collection of 1.2 million catalogued items, which will be borrowed nearly 7 million times in the course of a year. The Library provides nearly 1,000 computers that generate 1.5 million computer sessions by the public, welcomes 5.6 million visitors through its doors each year, and nearly half of all Pima County residents hold Pima County Public Library cards. The Library offers an increasing number of digital items to its patrons, including e-books and downloadable audiobooks as well as streaming video. Community groups use library meeting facilities to hold meetings of civic and educational interest, and these facilities are gathering places where people interact, share information and engage in creating content through 21st Century Skills.

Partners such as Pima Community College Adult Education, Literacy Connects and Make Way for Books allow for increased literacy services such as GED preparation and English Language Acquisition classes. Collaboration with the Metropolitan Education Commission allows the Library to provide information about financial aid and career exploration to high school students. The Library also partners with Pima County/Arizona@Work, the Arizona State Library, Archives and Public Records, and the Arizona Department of Economic Security to provide job help classes and skills training for the unemployed. Partnerships initiated by the Library provide educational opportunities, contribute to economic development and increase the quality of life for everyone in Pima County. Other partners include the Women's Business Center, YWCA Tucson, SCORE Southern Arizona, Alliance of Arizona Nonprofits, Job Connectors Meetup, LeadLocal, Startup Tucson, Microbusiness Advancement Center, Pima County/Arizona@Work and the Pima County Public Library is a founding partner and steering committee member of the Tucson Festival of Books.

Initiatives informing programming include: The White House ConnectED project, Southern Arizona's Cradle to Career (C2C), as well as Pima County's Ending Poverty Now, Pima Prospers, and the Pima County Economic Development Plan.

Since 2012, the Pima County Public Library has partnered with the Pima County Health Department to place public health nurses in libraries. This unique and award-winning

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. Currently, there are 15 public health nurses at 14 branch libraries. The Library Nurse project has been recognized in *Library Journal Online* and *Public Libraries Magazine*, as well as *Nurse.com Magazine* and was part of a program at the 2015 American Libraries Association Conference.

The County Library District's property tax base is increasing for the second year in a row. The District's taxable net assessed value declined 3.9 percent in FY 2013, 6.47 percent in FY 2014, and 0.89 percent in FY 2015. In FY 2015/16 the tax base increased a modest 1.3 percent. The tax base is projected to increase 2.58 percent in FY 2016/17.

The FY 2016/17 Recommended Budget for operating costs, grants and operating transfers-out is \$44,715,442, which is a \$2,739,621 increase from the FY 2015/16 budgeted amount of \$41,975,821.

The recommended budget will fund increased operating expenses for books and materials, information technology, facilities management, finance and other internal service charges and maintenance costs. Additionally, two CIP projects for new and expanded library facilities begin in FY 2016/17.

The requested Library District property tax rate for FY 2016/17 is \$0.5153 per \$100 of taxable assessed value, is unchanged from FY 2015/16. The recommended tax rate is projected to provide \$39,877,071 in revenues that will be supplemented by a projected \$2,288,900 from fines, interest, grants and miscellaneous revenue and \$2,549,471 from the Library District fund balance in order to meet the recommended overall budget of \$44,715,442. This recommended budget will reduce the ending fund balance from a projected ending fund balance of \$5,291,346 at the end of FY 2015/16 to \$2,741,874 at the end of FY 2016/17.

Last year, the State Legislature passed legislation making the Library District secondary property tax levy subject to Truth in Taxation requirements similar to the requirements already in place for the County's primary property tax levy. FY 2016/17 is the first effective year of this requirement. State Truth in Taxation statutes determine the Library District's neutral revenue secondary property tax levy each year. A neutral levy and the corresponding tax rate is defined as the previous year's levy plus additions to the tax base from new construction. Pursuant to statute, the Library District's neutral secondary property tax rate is \$0.5118, or \$0.0035 less than the proposed secondary tax rate of \$0.5153. The resulting neutral secondary levy is \$40,005,869, or 0.68 percent lower than the levy produced by the current year's rate. As required by the statute, Truth in Taxation notices will be created and advertised by the County. A Truth in Taxation Hearing will be held prior to the final budget adoption.

2. Debt Service Fund

The total Recommended FY 2016/17 Debt Service Fund budget is \$115,455,401, a \$4,634,699 increase from the current fiscal year. The Debt Service Fund includes payments on the County's General Obligation debt, the Street and Highway Revenue Bond debt, and Certificates of Participation debt, all of which are long-term debt.

- General Obligation Debt Service

The County's General Obligation Debt Service is funded with a secondary property tax levy. The recommended General Obligation debt service of \$54,892,318, an increase of \$1,179,487 from FY 2015/16, will fund existing debt service as well as debt service on a proposed \$25,681,000 bond sale expected to occur in the spring of 2017.

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 on-going reductions in debt service for existing outstanding bonds. As the 1997 bonds are being retired, 2004, 2006, and 2014 bonds are being sold, incurring new debt. The County manages the issuance of its debt to provide funding as needed to maintain the on-going capital improvement program. The County generally issues debt on an annual basis for General Obligation Bonds in order to time the issuance of debt to minimize the outstanding balances and manage the level of debt service to avoid significant spikes in payments in any year.

The County has several major capital improvement projects next fiscal year using General Obligations, including the completion of the Public Service Center, construction of the new Pima Animal Care Center, flood control, erosion control, and urban drainage; and various park improvement projects.

I recommend that the General Obligation Debt Service tax rate remain unchanged at \$0.7000 per \$100 of assessed value for FY 2016/17.

- 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 of \$18,983,109, a \$419,401 increase from FY 2015/16, will fund existing debt service, as well as debt service on a proposed \$10 million bond sale expected to occur in the spring on 2017.

- Certificates of Participation Debt Service

The Certificates of Participation (COPs) debt service of \$41,579,974, an increase of \$3,035,811 from FY 2015/16, includes the COPs issued in prior years for the acquisition or construction of County facilities such as the Public Service Center, the Bank of America building, the Fleet Services Facility, and various sewer projects. Certificates of Participation debt service is paid from funds other than the General Obligation debt service tax levy.

- Sewer Debt Service

In addition to the debt service included in the Debt Service Fund, Pima County has debt service that is included in the Regional Wastewater Reclamation Enterprise Fund and paid for with sewer system revenues. Of the County's \$1.3 billion debt, \$120,095,000 is for sewer revenue bonds, \$472,240,000 is for sewer revenue obligations, and \$16,563,716 is for loans from the Water Infrastructure Finance Authority of Arizona (WIFA); this total of \$608,898,716, or 47 percent, is the direct debt of the County and is repaid solely from sewer system revenues with no impact on the overall Debt Service Tax Rate. In addition to the direct sewer debt, another \$62 million of the remaining County debt consists of Certificates of Participation issued to pay for sewer projects. In total, debt for sewer infrastructure is approximately 52 percent of all County debt.

3. Regional Flood Control District

For the second time in seven years, the value of the Regional Flood Control District's (RFCD) property tax base is forecasted to increase. The RFCD's taxable net assessed value declined 4 percent in FY 2011, 10.5 percent in FY 2012, 5.1 percent in FY 2013, 6.57 percent in FY 2014 and 0.01 percent in FY 2015. The RFCD's tax base increased by 2.21 percent in FY 2015/16. The RFCD's tax base is projected to increase 2.49 percent in FY 2016/17. The RFCD has responded to previous declines 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 various components of the RFCD is \$17,652,430, which is \$162,318 more than the current year's budget, and reflects increased costs of operations, engineering services, and repairs and maintenance to new and existing flood control facilities. This amount also includes \$212,501 of grant-related expenditures.

The overall RFCD Fund's recommended budget also includes \$1,000,000 of revenue and \$967,900 of expenditures related to a future Canoa Ranch In-Lieu Special Revenue Fund.

This fund is used to design, construct and maintain ecosystem restoration within the Canoa Ranch In-Lieu Fund project site.

Also recommended are operating transfers-out of \$7,183,635 including \$6,863,964 to the Capital Projects Fund, \$189,602 to the Stadium District for operating and maintenance costs of the Kino Environmental Restoration Project, \$10,000 in funding for the County's Native Plants Nursery, \$20,000 in funding for Tucson Clean and Beautiful, \$22,501 of Flood Control Grants match and \$77,658 to the Debt Service Fund for the RFCD's share of debt service on Certificates of Participation issued in 2010 for the Countywide Enterprise Accounting System. This represents a decrease of \$1,461,869 in operating transfers-out 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 the RFCD's FY 2016/17 tax rate be increased \$0.0200 to \$0.3335 per \$100 of assessed value in order to meet its existing and growing obligations by providing necessary adjustments to increased operational costs that have been deferred during the past seven years of the economic recession and resulting contraction of the RFCD's tax base.

Last year, the State Legislature passed legislation making the Regional Flood Control District secondary property tax levy subject to Truth in Taxation requirements similar to the requirements already in place for the County's primary property tax levy. FY 2016/17 is the first effective year of this requirement. State Truth in Taxation statutes determine the Regional Flood Control District's neutral revenue secondary property tax levy each year. A neutral levy and the corresponding tax rate is defined as the previous year's levy plus additions to the tax base from new construction. Pursuant to statute, the Regional Flood Control District's neutral secondary property tax rate is \$0.3088, or \$0.0247 less than the proposed secondary tax rate of \$0.3335. The resulting neutral secondary levy is \$21,892,252, or 8 percent lower than the levy produced by the current year's rate. As required by the statute, Truth in Taxation Notices will be created and advertised by the County. A Truth in Taxation Hearing will be held prior to the final budget adoption.

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

As set forth in Table 6 below, the FY 2016/17 recommended Capital Improvement Plan of \$151,833,384 consists of the Capital Projects Fund Budget of \$100,729,169 and the Capital Projects of Regional Wastewater Reclamation of \$46,733,324, Fleet Services of \$2,441,009, Facilities Management-Garages of \$354,882 and Telecommunications of \$1,575,000. A complete list of projects for the Recommended Capital Improvement Plan is included in the Capital Projects section of this Recommended Budget Book.

Table 6: Recommended FY 2016/17 Capital Projects Fund Budget and Capital Improvement Plan Budget.

	<u>FY 2015/16 Bond and Non- Bond Project Budgets</u>	<u>FY 2016/17 Bond and Non- Bond Project Budgets</u>	<u>Difference</u>	<u>1997 Bonds</u>	<u>2004/2006/2014 Bonds</u>	<u>Non-Bonds</u>
Capital Improvement Plan Capital Projects Fund						
Transportation	\$41,892,895	\$46,146,922	\$4,254,027	\$4,758,046	\$ -	\$41,388,876
Facilities Management	14,135,808	31,187,755	17,051,947	-	15,441,274	15,746,481
Sheriff's Department	-	300,000	300,000	-	300,000	-
Regional Flood Control District	13,894,819	15,632,511	1,737,692	-	893,511	14,739,000
Parks and Recreation	6,481,516	1,037,929	(5,443,587)	-	1,037,929	-
Information Technology	337,126	750,000	412,874	-	-	750,000
Community Development	1,828,301	3,868,286	2,039,985	693,820	3,157,257	17,209
Environmental Quality	3,400,000	1,280,615	(2,119,385)	429,219	851,396	-
Office of Sustainability and Conservation	1,344,012	525,151	(818,861)	-	525,151	-
Total Capital Projects Fund	\$83,314,477	\$100,729,169	\$17,414,692	\$5,881,085	\$22,206,518	\$72,641,566
Wastewater Reclamation Budget	\$47,507,510	\$46,733,324	\$(774,186)	-	-	\$46,733,324
Fleet Services Budget	2,186,827	2,441,009	254,182	-	-	2,441,009
Facilities - Garages	735,000	354,882	(380,118)	-	-	354,882
Telecommunications Budget	2,189,739	1,575,000	(614,739)	-	-	1,575,000
Total Capital Improvement Plan	\$135,933,553	\$151,833,384	\$15,899,831	\$5,881,085	\$22,206,518	\$123,745,781

Note: The FY 2015/16 total for the Capitol Projects Fund excludes \$11,065 of consulting expenses for arbitrage calculations.

1. Capital Projects Fund Budget

The recommended \$100,729,169 Capital Projects Fund Budget for FY 2016/17 is an increase of \$17,414,692, or 21 percent, from the current year's budget of \$83,314,477.

Of the total Capital Projects Fund, \$5,881,085 is funded through 1997 bonds, \$22,206,518 is funded through 2004/2006/2014 bonds, and the remaining \$72,641,566 is funded through other non-bond sources including Regional Transportation Authority (RTA) Sales Taxes, Impact Fees, Grants, Certificates of Participation, and General Funds.

The Department of Transportation has budgeted \$46.1 million for 50 projects. The projects include the Sunset Rd, Silverbell Rd to I-10 for \$10.6 million and the Wilmot Rd North of

Sahuarita Rd for \$8.4 million. Funding for the FY 2016/17 Department of Transportation Capital Program consists of \$18.1 million in RTA funding, \$10.6 million in Impact Fees, \$6.8 million in State Revenue, \$4.8 million in HURF Bonds, \$2.4 million in Grants, and \$3.4 million from various other funding sources.

Facilities Management has budgeted \$31.2 million for 10 projects. This year's requested budget includes \$12.8 million for the new Animal Care Center funded with GO bonds authorized by the voters in 2014, and \$9.2 million for the Project Curvature World View, funded with Certificates of Participation.

Regional Flood Control District has budgeted \$15.6 million for 16 projects including \$3.7 million for Pantano Wash, Ft Lowell Park to Tanque Verde Road and \$3 million for El Corazon de los Tres Rios Del Norte, both funded with Tax Levy Revenue.

2. Regional Wastewater Reclamation Capital Budget

The FY 2016/17 recommended capital budget for the Regional Wastewater Reclamation Department (RWRD) is \$46,733,324, a decrease of \$774,186 from FY 2015/16. The FY 2016/17 Capital Program is planned to be funded entirely with RWRD Obligations. Conveyance projects total \$35.8 million including \$10 million for Minor Rehabilitation Projects, \$9.2 million for the SE Interceptor Augmentation and \$6.8 million for the North Rillito Interceptor Rehabilitation Project. Treatment projects total \$10.6 million and include the Continental Ranch Regional Pump Station Modification project budgeted for \$4.5 million.

3. Fleet Services Capital Budget

The FY 2016/17 recommended capital budget for Fleet Services is \$2,441,009, an increase of \$254,182 from FY 2015/16. The recommended budget includes \$1.7 million for the Mission Road Complex Fuel Island that will be funded through Certificates of Participation.

VIII. **COMBINED TOTAL COUNTY BUDGET**

A. Combined County Property Tax Rate and Levy

The combined primary and secondary property taxes levied by the County fund 38 percent of the total County Recommended Budget expenditures. These are the only County revenues over which the Board 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 VI above, it is recommended that the County’s primary property tax rate, which supports the County’s General Fund, be increased by \$0.1030 to \$4.4907 per \$100 of taxable assessed value. Pursuant to State Truth in Taxation Statutes, the levy produced by this tax rate will be over the neutral levy; and a Truth in Taxation hearing will be required to be noticed and held at the same time as Final Budget Adoption. The County’s neutral levy is \$4.3581 per \$100 of taxable assessed value.

The County controls three secondary property tax rates and their associated levies: Library District, Regional Flood Control District and Debt Service. The property tax rate for the Regional Flood Control District will increase by \$0.0200 from FY 2015/16 rate to \$0.3335 per \$100 of taxable assessed value. The property tax rate for Debt Service will remain unchanged from the FY 2015/16 rate of \$0.7000 per \$100 of taxable assessed value. The Library District rate will also remain unchanged from the FY 2015/16 rate of \$0.5153 per \$100 of taxable assessed value. The net of these changes in the secondary property tax rates and increased taxable assessed values will produce \$4.4 million of additional revenue in FY 2016/17.

The result of these recommendations is a combined County property tax rate of \$6.0395 per \$100 of taxable assessed value, a \$0.1230 increase over the FY 2015/16 tax rates. The FY 2016/17 recommended primary and secondary County tax rates are summarized in Table 7 below.

Table 7: Combined Recommended County Property Tax Rate.

Description	FY 2015/16 Adopted Rates	FY 2016/17 Recommended Rates	Difference
Primary	\$4.3877	\$4.4907	\$0.1030
Library District	0.5153	0.5153	0.0000
Debt Service	0.7000	0.7000	0.0000
Regional Flood Control District	0.3135	0.3335	0.0200
TOTAL	\$5.9165	\$6.0395	\$0.1230

For only the second time in seven years, the value of the County’s overall property tax base will increase next fiscal year. Consequently, the rates recommended above will be applied to a primary tax base that is 2.58 percent more than the current year’s base and to secondary tax bases that range from an increase of 2.58 percent (Debt Service) to an increase of 2.49 percent (Regional Flood Control District). This net increase in the tax base, combined with the net changes in the primary and secondary property tax rates, results in the recommended

combined County property tax levy increasing by \$21,009,991, or 4.7 percent, more than the current year levy as shown in Table 8 below.

Table 8: Combined Recommended County Property Tax Levy.

Description	FY 2015/16 Adopted Levies	FY 2016/17 Recommended Levies	Difference
Primary	\$334,358,574	\$351,024,536	\$16,665,962
Library District	39,267,720	40,279,454	1,011,734
Debt Service	53,342,526	54,716,898	1,374,372
Regional Flood Control District	21,685,425	23,643,348	1,957,923
TOTAL	\$448,654,245	\$469,664,236	\$21,009,991

B. Combined County Budget

The combined Recommended County Budget, reflected in the budget schedules and departmental budget summaries following this memorandum, is \$1,226,880,273. This is a \$60,011,131, or a 5.1 percent, increase from the FY 2015/16 Adopted Budget of \$1,166,869,142.

IX. ROAD REPAIR FUND

Staff has recently noted that Highway User Revenue Fund (HURF) collections are beginning to show moderate increases in the second half of FY 2015/16 over and above the original budgeted amount and prior year-end revenue forecasts. Preliminary forecasts show that these additional HURF dollars could bring in an up to an additional \$2.5 million of revenue by the end of FY 2015/16. Updated forecasts for FY 2016/17 includes another \$2.5 million of additional HURF in addition to the \$42.5 million of collections revenue currently in the recommended budget.

The Legislature is considering a bill for FY 2016/17 that includes a one-time \$96 million "give-back" Statewide to offset past sweeps of HURF to fund the State's Department of Public Safety. Of this \$96 million, \$30 million will be distributed to counties. Pima County's share of these county funds would be approximately \$1.75 million dollars.

If all of the scenarios above come to pass, the County may have up to \$6.75 million of additional HURF revenues than are currently in the recommended budget. The logical use of these funds is pavement preservation. However, given the uncertainties involved in the

additional revenues actually coming about, it is premature to add these revenues and the pavement preservation expenditures to the recommended budget.

I have instructed staff to closely review the HURF distribution reports for the month of April to determine if it appears that the County is actually receiving the additional revenue. Staff will also monitor the proposed state legislation as it moves through the legislative approval process. I will likely make a recommendation to budget the additional revenue and expenditures in Transportation's proposed tentative adopted budget if it appears that we will receive all, or part, of these additional funds under the condition that the revenues must actually be realized before being spent on pavement preservation.

X. PROPERTY TAX RATE STABILIZATION AND COMPENSATION FUND

As I have discussed throughout this memorandum the State's past actions combined with the failure of the Legislature to adopt an FY 2016/17 State budget has caused significant uncertainty in Pima County's budgeting process. Eventual action on the part of the State and/or the Courts may change the recommendations that I have made to this point.

As part of the FY 2015/16 budget adoption, the Governor and the State Legislature accelerated the process of shifting State Budget costs to the counties. This budget transferred Juvenile Detention, Arizona Department of Revenue collection, Arizona Long Term Care Dental and Presidential Preference Primary Elections costs to Pima County.

Additionally, the Governor and the Legislature reversed the 35-year old practice of providing funding to school districts for owner-occupied residential properties whose primary property tax rates exceeds one percent of the property value (One Percent Homeowners Rebate). Instead, the poorly written and unconstitutional legislation directed that this exceedance was to be paid by the jurisdictions in the impacted county that levy a primary property tax including impacted school districts. Appropriation of this liability was made the responsibility of the non-elected Property Tax Oversight Commission (PTOC).

In response to the passage of this unconstitutional legislation, Pima County filed a lawsuit to have it overturned. This case is now being litigated in the Maricopa County Superior Court. It is expected that oral arguments will be held on May 12, 2016 and a decision reached by late June.

In response to the statute regarding the one percent homeowners rebate, Pima County budgeted our expected \$8.1 million proportional liability under the disputed statute. The Board of Supervisors also previously approved a \$0.1098 primary property tax rate increase to provide an ongoing funding source for this state cost transfer.

The Honorable Chair and Members, Pima County Board of Supervisors
Re: **Transmittal of Recommended FY 2016/17 Budget**
April 29, 2016
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The PTOC met on March 15, 2016 to apportion the liability under the one percent homeowners rebate for FY 2015/16. The total liability (as determined by PTOC) was \$16.8 million for Pima County as a whole payable primarily to TUSD with small amounts payable to other impacted school districts in the County.

The legislation provided \$1 million of this liability for each county. The PTOC using an incorrect and unreasonable interpretation of the statute allocated the full remaining \$15.8 million liability to Pima County. The additional \$7.8 million cost of this decision will be paid out of the County's General Budget Reserve decreasing the funds available for the following year's budget.

Numerous discussions have been held with the Governor's Office and ATRA to correct the poorly written one percent homeowners rebate statute. To date, no changes have been approved by the Legislature.

As of the date of this communication, the Legislature has not adopted an FY 2016/17 State budget. The County must build its budget based on assuming the worst-case impact of the State budget to the County. The County's FY 2016/17 recommended budget now includes all of the accelerated State Budget costs shifts that were approved in FY 2015/16.

The proposed budget also assumes that Pima County will be fully liable for \$15.8 million dollars of FY 2016/17 one percent homeowners liability costs. In order to fund the ongoing full cost of this liability, the proposed budgeted primary property tax rate has been increased by \$0.1030 over the FY 2015/16 rate.

As can be seen above, the State of Arizona's inability to craft a budget and fix various issues regarding cost shifts to Pima County has left many parts of the County's FY 2016/17 budget in an uncertain state. In order to reduce some of this uncertainty, I have instructed Finance Staff to reserve \$12 million of the \$46.5 million General Fund Budget Reserve in a "Property Tax Rate Stabilization and Compensation Fund."

This fund will serve two functions: 1) In the event that the Board of Supervisors does not approve the proposed \$0.1030 primary property tax rate increase to \$4.4907 per \$100 of taxable value, \$7.8 million or more of these one-time reserved funds will be available to fully fund the worst-case FY 2016/17 one percent homeowners rebate liability as determined by the PTOC. 2) While most of these funds are one-time in nature, a portion can be utilized for possible compensation adjustments in FY 2016/17. However, using one-time dollars for ongoing personnel costs is certainly risky and must be made under the assumption ongoing revenues will be increased or ongoing expenses will be reduced.

CHH/dr



Board of Supervisors Memorandum

May 24, 2016

Tentative Budget Adoption: Fiscal Year 2016/17

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 Budget Adoption on June 21, 2016, the Board may reallocate expenditures and revenues among departments differently than as set forth in the Tentative Budget and may decrease expenditures, as well as corresponding tax rates.

Status Report

My original recommendations were included in my transmittal of the Recommended Budget to the Board on April 29, 2016. The Recommended Budget included \$1,226,880,273 of combined County expenditures. \$587,875,300 of this amount represents General Fund expenditures and reflects the impacts of \$18.8 million of expected State cost shifts to Pima County.

Impact of State Budget Cost Shifts

At the time I submitted my recommendations to the Board, the State Legislature was still in session and considering a State Budget. The Governor and the Legislature have since passed and signed a budget for Fiscal Year (FY) 2016/17. This budget did nothing to address the \$18.8 million of additional State Budget cost shifts to Pima County.

As indicated in my Recommended Budget memorandum, Pima County was held fully liable by the unelected State of Arizona's Property Tax Oversight Commission (PTOC) for \$15.8 million of FY 2015/16 one-percent homeowners rebate liability costs that had been paid by the State to the Tucson Unified and other school districts for the last 35 years. In the FY 2015/16 Adopted Budget, the Board approved an increase of \$0.1098 in the primary property tax rate to cover the anticipated ongoing County share of these longtime State costs in the amount of \$8 million with the presumption of the remainder being shared among other primary property taxing jurisdictions within Pima County. The additional \$7.8 million cost of PTOC's decision will be paid from the FY 2015/16 General Fund Budget Reserve, reducing the amount of funding available to be carried forward into the FY 2016/17 budget.

The FY 2016/17 proposed Tentative Adopted Budget assumes Pima County will continue to be held liable for the full \$15.8 million of one-percent homeowners rebate costs by the PTOC. In order to fund the ongoing additional \$7.8 million annual cost of this liability, the proposed budgeted primary property tax rate has been increased by \$0.1030 to \$4.4907 per \$100 of taxable value. I cannot emphasize enough the only reason I am asking the Board to consider

an increase in the primary property tax rate is to cover the full cost of the State's shift of its fiscal responsibility to Pima County. The primary reason I am recommending a property tax increase is because this additional fiscal liability is an ongoing and recurring expense. It is not a one-time expense that could be covered with a payment from the fund balance.

Statutory Constables Salary Increase

Arizona Revised Statute 11-4241.01 sets the maximum salary for Constables in precincts with 16,000 or more registered voters at \$67,000 per year. All Constables, with the exception of the Ajo Constable (Precinct 3), currently earn \$61,208 per year. Constables that are currently up for reelection in Precincts 1, 4, 6, 7, 8, 9 and 10 are eligible to receive the maximum salary beginning in January 2017. Constables in Precincts 2 and 5 will be eligible for an increase to the maximum in FY 2018/19. The Recommended Budget includes \$27,369 in salary and associated benefit increases to fund the first six months of costs of the FY 2016/17 increases.

Correction in Number of County Budgeted Full Time Equivalent (FTEs)

The Recommended FY 2016/17 FTE count in Table 3: Total Budgeted FTE Positions, FY 2007/08 Adopted through FY 2016/17 Recommended Budget, is understated. The correct number of FTEs contained in the FY 2016/17 Recommended Budget is 7,164, not the 7,063 originally shown. This means that overall, the FTE count actually increased by a net 103 FTEs over the FY 2015/16 count rather than remaining essentially unchanged as originally reported. The revised table is provided below.

**Total Budgeted FTE Positions, FY 2008 Adopted Budget
through FY 2016/17 Recommended Budget**

FY	Budgeted 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	7,329	15	(1,067)
2014/15	7,255	(74)	(1,141)
2015/16	7,061	(194)	(1,335)
2016/17	7,164	103	(1,232)

The majority of the year-to-year increase in FTEs occurs in the General Fund. The increase in the funded FTEs is primarily the result of a change in the methodology of budgeting for

temporary employees such as election workers, temporary parks staff, etc. These positions are now budgeted in the same manner as other County positions rather than lumped together in order to present a clearer picture of budgeted salaries and benefits costs. The increase is also net of various increases and decreases in the funded FTE count within the various County departments. Descriptions of FTE changes are included within the individual department budget descriptions in the Recommended Budget book.

Proposed Tentative Budget Adjustments

Based on additional information available since the transmittal of the Recommended Budget, I propose the following adjustments to the original recommendations:

General Fund

My original recommendation includes an \$849,551 operating transfer of General Funds to the Economic Development and Tourism Special Revenue Fund (ED&T) in order to fund various outside agencies. Included in this transfer is \$149,519 to partially fund the \$422,844 County investment in the JobPath Program. The proposed Tentative Adopted Budget increases the transfer to fund JobPath by \$77,156 to \$226,675. This increases the overall operating transfer to ED&T to \$926,707.

Also included in my recommended operating transfer of General Funds to ED&T was \$304,527 to partially fund the \$441,000 County payment to Sun Corridor Inc. (SCI). The proposed Tentative Adopted Budget increases the transfer to fund SCI by \$210,000 to \$514,527. This increases the overall operating transfer to ED&T to \$1,136,707.

The Recommended Budget includes a \$1,840,289 State mandated payment of County funds to the Arizona Department of Juvenile Corrections through the Arizona Department of Administration. The final State Budget included a one-time reduction of \$1,226,900 of this payment to \$613,389. I am instructing staff to add these cost savings to the \$12 million reserved in the new Property Tax Rate Stabilization and Compensation Fund component of the General Fund Budget Reserve, increasing its total to \$13,226,900.

The State Budget includes a supplemental appropriation to reimburse counties for the Presidential Preference Election. The State will reimburse Pima County a total of \$1,356,787 versus our budgeted \$881,794. The additional reimbursement of \$474,993 will also be added to the reserve in the Property Tax Rate Stabilization and Compensation Fund component of the General Fund Budget Reserve, increasing its total to \$13,701,893.

As a result of the changes above, the proposed General Fund Budget Reserve is increased from \$46,378,198 to \$47,793,015.

The effect of all these adjustments is that the General Fund's Recommended Expenditure amount of \$587,875,300 will increase a net of \$187,837 to \$588,063,137.

Other County Funds

My original recommendation included \$422,844 of expenditures for the JobPath program within the ED&T. The funding for this program is increased in the proposed Tentative Adopted Budget to \$500,000.

An economic analysis of the benefits associated with the County's funding of JobPath programs over the last five years, during the longest and deepest recessionary period in Pima County in recent history, shows the County's public investment in JobPath has yielded a 4 to 1 ratio of benefits realized versus cost. When direct wages are then translated into traditional direct and indirect economic benefits, the total economic impact of the JobPath program over the years studied is \$34.3 million, resulting in a benefit to cost ratio of 17 to 1 on the County's public investment in JobPath programming. The recent, multiple announcements of new companies relocating to or expanding in Pima County have increased the need for a local trained workforce. In order to respond to this need and to enhance the benefit ratio of our investment, the total JobPath budget for FY 2016/17 is proposed to increase \$77,156 from \$422,844 to \$500,000.

My original recommendation included \$441,000 of expenditures for the SCI contract administered by ED&T. I propose that our contract with SCI for FY 2016/17 include a similar provision as contained in FY 2015/16 to pay a base amount of \$441,000 plus an optional \$210,000. These additional funds will be used to facilitate, implement and market County economic development properties to prospective new, export-based companies. ED&T's proposed tentative budget includes a total of \$651,000 for SCI.

Transportation, Road Repair Fund. As I indicated in my Recommended Budget memorandum, Highway User Revenue Fund (HURF) collections are beginning to show moderate increases. Based on actual collections by the State through the end of April 2016, staff forecasts the County will receive an additional \$2 million of revenue in FY 2015/16. These additional funds are included in the FY 2016/17 Recommended Budget. Trends also appear to show the County will receive \$1 million of HURF in addition to the \$42.5 million currently included in the FY 2016/17 Recommended Budget.

Before adjourning the recent session, the Legislature approved a bill (House Bill 2708) for FY 2016/17 that includes a one-time \$96.5 million "give-back" statewide to partially offset past sweeps of HURF used to fund the State's Department of Public Safety. Of this \$96.5 million, \$30 million will be distributed to counties. Pima County's share of these county funds will be approximately \$1.75 million.

Based on this information, it appears the County may receive up to \$2.75 million of additional HURF revenues over the amount included in the FY 2016/17 Recommended Budget. The proposed tentative adopted revenues for transportation have been increased to reflect the anticipated additional HURF. Also, transportation expenditures have been increased by \$4.75 million and are dedicated to pavement preservation. As the additional HURF funds are

realized, they will be allocated to pavement preservation projects.

Combined County Budget

If all recommendations are approved, the combined total County property tax rate is increased \$0.1230 from the FY 2015/16 rate. The combined levies produced by this rate will increase by \$21,009,991, or 4.7 percent from the current year.

The combined primary and secondary property taxes levied by the County fund 38 percent of the total County recommended expenditures.

The combined overall County Proposed Tentative Budget for FY 2016/17 is \$1,232,105,266, which is \$65,236,124, or 5.6 percent, more than the current year and \$250,609,230, or 16.9 percent, less than nine years ago.

Major components of this year-to-year expenditure increase include:

Increase in Capital Projects Costs	\$23,507,346
State Budget Cost Shifts	17,597,362
Property Tax Stabilization and Compensation Fund	13,701,893
Increase in Debt Service	4,634,699
Increase in Employee Benefits	4,171,325
Increase in General Fund Budget Reserve	<u>3,834,795</u>
Total Major Budget Cost Increases	\$67,447,420

Prior to final adoption of the budget on June 21, 2016, 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 presented within the Proposed Tentative Budget to the Board, which are the tax rates listed in the table below.

Recommended FY 2016/17 Budgets and Tax Rates

The table below outlines the budgets and tax rates I propose for FY 2016/17. Should the Board, at the time of Tentative Budget adoption, take action to increase County expenditures beyond those included in the Proposed Tentative Budget, the budget ceiling and/or the tax rate may increase above the amounts listed below.

FY 2016/17 Budget	Budget	Tax Rate
Total County Budget	\$1,232,105,266	\$6.0395
General Fund	588,063,137	4.4907
County Free Library District	42,166,526	0.5153
Regional Flood Control District	17,652,430	0.3335
Debt Service	115,455,401	0.7000
Stadium District	5,398,439	-----

According to the State’s PTOC, Pima County’s neutral FY 2016/17 Primary Levy is \$340,659,594. The primary levy being proposed is \$351,024,536. 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. Under the proposed tentative primary property tax rate as presented, the County will be required to issue a Truth in Taxation Notice and hold a Truth in Taxation public hearing prior to final budget adoption. Preliminary calculations based on the Proposed Tentative Budget are contained in Attachment 1.

Last year, the State Legislature passed legislation making the County Library and Regional Flood Control Districts secondary property tax levies subject to Truth in Taxation requirements similar to the requirements already in place for the County’s primary property tax levy as described above. FY 2016/17 is the first effective year of this requirement, and the impact to each district is as follows:

- The Library District’s neutral secondary levy is \$40,005,570. The secondary levy being proposed is \$40,279,454. Pursuant to statute, the District will be required to issue a Truth in Taxation Notice and hold a Truth in Taxation public hearing prior to final budget adoption. Preliminary calculations based on the proposed tentative County Library District budget are contained in Attachment 2.
- The Regional Flood Control District’s neutral secondary levy is \$21,892,252. The secondary levy being proposed is \$23,643,348. Pursuant to statute, the District will be required to issue a Truth in Taxation Notice and hold a Truth in Taxation public hearing prior to final budget adoption. Preliminary calculations based on the proposed tentative Regional Flood Control District budget are contained in Attachment 3.

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 as Attachment 4 to this memorandum.

Employee Benefits

The County continues to see increases in overall benefits costs, and the Proposed Tentative Budget reflects the benefits adjustments to date. FY 2015/16 budgeted benefits totaled \$139.2 million. Based on both outside factors and specific actions the Board has

taken this budget cycle, FY 2016/17 budgeted benefits will increase \$4.2 million to approximately \$142.4 million.

The Board took two actions earlier this year that impact both the County's and employees' benefits costs in FY 2016/17:

- Eliminated the PPO Health Plan for approximately 1,300 County Employees.
- Moved all employees to one existing High Deductible Health Plan (HDHP).
- Ensured that all eligible employees in the HDHP will receive \$1,000 or \$2,000 contributions Health their Health Savings Account.
- Structured the employees' biweekly share of premium contributions to fund the County's self-insured health plan in order for employees to share in the reduction in health plan cost increases during the first years of the new plan. Many employees that take advantage of the premium discounts offered by the County will pay little or nothing in biweekly premiums.

Employee Compensation

In previous memoranda, I shared information regarding various employee compensation proposals from employee groups, the Sheriff, etc. My Proposed Tentative Adopted Budget does not include recommendations for employee pay increases. I plan to submit a memorandum to the Board detailing specific proposals, options and costs of employee compensation adjustments prior to Final Budget Adoption. The Board can take action on any of the proposals as part of Final Budget Adoption on June 21, 2016.

Recommendation

I recommend the Board of Supervisors tentatively adopt the Fiscal Year 2016/17 budget as presented to the Board in the April 29, 2016 memorandum "Transmittal of Recommended Fiscal Year 2016/2017 Recommended Budget" and the updated budget, including the changes described in this memorandum.

Respectfully submitted,



C.H. Huckelberry
County Administrator

CHH/mjk – May 18, 2016

Attachments

ATTACHMENT 1

THE ADVERTISEMENT MUST BE:

PLACED IN MAIN SECTION ONLY. (CANNOT BE PLACED IN CLASSIFIED OR LEGAL ADVERTISING SECTION.)

ONE-FOURTH PAGE IN SIZE

HAVE A SOLID BLACK BORDER AT LEAST ONE-EIGHTH INCH WIDE

HEADER OR ADVERTISEMENT MUST BE AT LEAST 18 POINT TYPE.

TRUTH IN TAXATION HEARING

NOTICE OF TAX INCREASE

In compliance with section 42-17107, Arizona Revised Statutes, Pima County is notifying its property taxpayers of Pima County's intention to raise its primary property taxes over last year's level. Pima County is proposing an increase in primary property taxes of \$10,364,942 or 3.04%.

For example, the proposed tax increase will cause Pima County's primary property taxes on a \$100,000 home to increase from \$435.81 (total taxes that would be owed without the proposed tax increase) to \$449.07 (total proposed taxes including the tax increase).

This proposed increase is exclusive of increased primary property taxes received from new construction. The increase is also exclusive of any changes that may occur from property tax levies for voter approved bonded indebtedness or budget and tax overrides.

All interested citizens are invited to attend the public hearing on the tax increase that is scheduled to be held on Tuesday, June 21, 2016, at 9:00 a.m. or thereafter in the Board of Supervisors Hearing Room, Pima County Administration Building, 130 W. Congress, 1st Floor, Tucson, Arizona.

Publish:

Arizona Daily Star
Sunday, June 5, 2016
Sunday, June 12, 2016

Daily Territorial
Monday, June 6, 2016
Monday, June 13, 2016

Ajo Copper News
Wednesday, June 8, 2016
Wednesday, June 15, 2016

ATTACHMENT 2

THE ADVERTISEMENT MUST BE:

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HEADER OR ADVERTISEMENT MUST BE AT LEAST 18 POINT TYPE.

TRUTH IN TAXATION HEARING

NOTICE OF TAX INCREASE

In compliance with section 48-254, Arizona Revised Statutes, Pima County Free Library District is notifying its property taxpayers of Pima County Free Library District's intention to raise its secondary property taxes over last year's level. Pima County Free Library District is proposing an increase in secondary property taxes of \$273,584 or 0.68%.

For example, the proposed tax increase will cause Pima County Free Library District's secondary property taxes on a \$100,000 home to increase from \$51.18 (total taxes that would be owed without the proposed tax increase) to \$51.53 (total proposed taxes including the tax increase).

This proposed increase is exclusive of increased secondary property taxes received from new construction. The increase is also exclusive of any changes that may occur from property tax levies for voter-approved bonded indebtedness.

All interested citizens are invited to attend the public hearing on the tax increase that is scheduled to be held on Tuesday, June 21, 2016, at 9:00 a.m. or thereafter in the Board of Supervisors Hearing Room, Pima County Administration Building, 130 W. Congress, 1st Floor, Tucson, Arizona.

Publish:

Arizona Daily Star
Sunday, June 5, 2016
Sunday, June 12, 2016

Daily Territorial
Monday, June 6, 2016
Monday, June 13, 2016

Ajo Copper News
Wednesday, June 8, 2016
Wednesday, June 15, 2016

ATTACHMENT 3

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ONE-FOURTH PAGE IN SIZE

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HEADER OR ADVERTISEMENT MUST BE AT LEAST 18 POINT TYPE.

TRUTH IN TAXATION HEARING

NOTICE OF TAX INCREASE

In compliance with section 48-254, Arizona Revised Statutes, Pima County Flood Control District is notifying its property taxpayers of Pima County Flood Control District's intention to raise its secondary property taxes over last year's level. Pima County Flood Control District is proposing an increase in secondary property taxes of \$1,751,096 or 8.00%.

For example, the proposed tax increase will cause Pima County Flood Control District's secondary property taxes on a \$100,000 home to increase from \$30.88 (total taxes that would be owed without the proposed tax increase) to \$33.35 (total proposed taxes including the tax increase).

This proposed increase is exclusive of increased secondary property taxes received from new construction. The increase is also exclusive of any changes that may occur from property tax levies for voter-approved bonded indebtedness.

All interested citizens are invited to attend the public hearing on the tax increase that is scheduled to be held on Tuesday, June 21, 2016, at 9:00 a.m. or thereafter in the Board of Supervisors Hearing Room, Pima County Administration Building, 130 W. Congress, 1st Floor, Tucson, Arizona.

Publish:

Arizona Daily Star
Sunday, June 5, 2016
Sunday, June 12, 2016

Daily Territorial
Monday, June 6, 2016
Monday, June 13, 2016

Ajo Copper News
Wednesday, June 8, 2016
Wednesday, June 15, 2016

Note: On page six of the memorandum, Tentative Budget Adoption: Fiscal Year 2016/17, May 24, 2016, 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 Attachment 4. 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 7, 2016

**Tentative Budget Adoption:
Fiscal Year 2016/17 Overall County Budget**

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 budget adoption on July 5, 2016, the Board may reallocate expenditures and revenues among departments differently than as set forth in the tentative budget and may decrease expenditures, as well as corresponding tax rates.

Status Report on Adopted Tentative Budgets and Overall Budget

At the scheduled Board of Supervisors meeting on May 24, 2016, the Board tentatively adopted the FY 2016/17 budgets for the County Library, the Regional Flood Control and Stadium Districts. The Board also tentatively adopted the budgets for the Debt Service Fund and Improvement Districts. Required advertising of these budgets is in process and the Board is scheduled to finally adopt them on June 21, 2016 as originally scheduled. The Board is also scheduled to hold Truth in Taxation Hearings for the County Library and Regional Flood Control Districts prior to the final adoption of those budgets.

The Board of Supervisors, in a two-to-two vote, failed to tentatively adopt the County Tentative Budget for FY 2016/17. Based on Board rules, the tiebreaking vote must be cast by Supervisor Ramon Valadez at the next Board meeting on June 7, 2016. In addition, the presented Tentative Budget will be modified as stated in this memorandum.

My original recommendations were included in my April 29, 2016 - Transmittal of the Recommended Fiscal Year 2016/17 Budget. Updates to my original recommendations were included in my May 24, 2016 - Tentative Budget Adoption: Fiscal Year 2016/17 memorandum to the Board. My original Proposed Tentative Budget included \$1,232,105,266 of combined County expenditures. \$588,063,137 of this amount represents General Fund expenditures and reflected the impacts of \$18.8 million of expected State cost shifts to Pima County.

Impact of State Budget Cost Shifts, as well as the Recent Maricopa Superior Court Decision on State Tax Shift

At the time that I submitted my recommendations to the Board, the State Legislature was still in session and considering a State Budget. The Governor and the Legislature have since

passed and signed a budget for FY 2016/17. This budget did nothing to address the \$18.8 million of additional State Budget cost shifts to Pima County.

As I indicated in my recommended memorandum, Pima County was held fully liable by the unelected State of Arizona's Property Tax Oversight Commission (PTOC) for \$15.8 million of FY 2015/16 one percent homeowners rebate liability costs that had been paid by the State of Arizona to the Tucson Unified and other school districts for the last 35 years. In the FY 2015/16 Adopted Budget, the Board approved an increase in the primary property tax rate to cover the anticipated ongoing County share of these long-time State costs in the amount of \$8.0 million with the presumption of the remainder being shared among other primary property taxing jurisdictions within Pima County.

Based on a May 24, 2016 decision of the Maricopa Superior Court, Pima County has prevailed in our litigation against the State of Arizona regarding the unconstitutional transfer of property tax liability to the County to fund the one percent homeowners rebate. This positive ruling, pending a possible appeal by the State of Arizona, will allow me to make substantial modifications to my earlier recommendations.

Proposed Additional Tentative Budget Adjustments and Modified Recommendation

General Fund

My earlier recommendations were based upon the County making the required \$15.8 million one percent homeowners rebate payments to TUSD and other impacted school districts in both FY 2015/16 and FY 2016/17. Based on the decision of the Maricopa Superior Court, the County is relieved from taxing for and making these payments (pending a possible appeal by the State of Arizona). As a result, I propose the following changes to the overall County General Fund Proposed Tentative Adopted Budget:

- As the County will likely no longer be required to make the FY 2015/16 one percent homeowners rebate payments, the beginning General Fund Balance for FY 2016/17 will increase \$15,804,063, from \$43,519,695 to \$59,323,758.
- Eliminate the previously recommended \$0.1030 property tax rate increase from \$4.4907 per \$100 of taxable value resulting in a rate equal to the FY 2015/16 primary property tax rate of \$4.3877. This will reduce FY 2016/17 budgeted property tax revenues by \$7,754,517.

As a result of the changes above, the proposed General Fund Budget Reserve is increased by \$8,049,546, from \$47,793,015 to \$55,842,561.

The effect of all these adjustments is that the General Fund's Recommended Expenditure amount of \$588,063,137 will increase by a net of \$8,049,546 to \$596,112,683 because the General Fund Budget Reserve is treated as an expense.

Other County Funds

Transportation - Road Repair Fund – As I indicated in my earlier proposed tentative adopted memo, Highway User Revenue Fund (HURF) collections are beginning to show moderate increases. Based on recent forecasts for the rest of FY 2015/16 and for FY 2016/17, I had included \$4.75 million of additional expenditure authority in the Transportation Fund for Pavement Preservation.

I am now proposing to transfer an amount equal to the \$4.75 million of expenditure authority from the Transportation Fund to the Capital Projects Fund. Pavement Preservation expenditures will be tracked in the Capital Projects Fund as a separate project rather than as an element of the Transportation Fund. This is simply an accounting change and does not impact overall County revenues or expenditures.

Combined County Budget

If all recommendations are approved, the combined total County property tax rate is increased 2.00 cents from the FY 2015/16 rate. The combined levies produced by this rate will increase by \$12,958,790, or 2.9 percent from the current year.

The combined primary and secondary property taxes levied by the County fund 38 percent of the total County recommended expenditures.

The combined overall County Proposed Tentative Budget for FY 2016/17 is \$1,240,154,812, which is \$73,285,670, or 6.3 percent, more than the current year and \$242,559,684, or 16.4 percent, less than nine years ago.

Additional Property Tax Reduction, Conditionally Recommended for Final Budget Adoption on July 5, 2016

As I discussed earlier in this memorandum, the County prevailed in its lawsuit against the State of Arizona regarding its liability under the legislation enacted by the Legislature and signed by the Governor last year regarding the one percent homeowners rebate. While the County was successful in its litigation in Maricopa Superior Court, the State of Arizona still may elect to appeal that decision.

If the State does not appeal the Court's decision, I will recommend the primary property tax rate be further reduced by \$0.1017, or \$7,564,241 in primary property tax revenues. This is less than the \$0.1098 by which we increased the tax rate in FY 2015/16, but it relates to the present tax base and reserves \$400,000 for attorney's fees, since the Court has not yet awarded such fees to the County. That increase was based on the State Legislature's unlawful enactment last year of budget legislation that transferred \$15.8 million of additional

property tax liability to the County in the form of “Additional State Aid to Education,” which was previously paid by the State for the past 35 years. The State also transferred other significant costs that remain in place for the coming fiscal year.

Recommended Fiscal Year 2016/17 Budgets and Tax Rates

The table below outlines the budgets and tax rates I propose for FY 2016/17. Should the Board at the time of tentative adoption take action to increase County expenditures beyond those included in the Proposed Tentative Budget, the budget ceiling and/or the tax rate may increase above the amounts listed below.

Fiscal Year 2016/17 Budget	Budget	Tax Rate
Total County Budget	\$1,240,154,812	5.9365
General Fund	596,112,683	4.3877
County Free Library District	42,166,526	0.5153
Regional Flood Control District	17,652,430	0.3335
Debt Service	115,455,401	0.7000
Stadium District	5,398,439	-----

According to the State’s PTOC, Pima County’s neutral FY 2016/17 Primary Levy is \$340,659,594. The primary levy being proposed is \$342,973,335. 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. Under the proposed tentative primary property tax rate, as presented, the County will be required to issue a Truth in Taxation Notice and hold a Truth in Taxation public hearing prior to the final budget adoption. Preliminary calculations based on the proposed tentative are contained in Attachment 1. If the State does not appeal the Court decision, the recommended additional property tax reduction will bring the property tax levy below the Truth in Taxation public hearing threshold, and hearing would be unnecessary. We will, however, still hold a hearing, since the Board will not act on the recommended reduction until the Final Budget is adopted on July 5, 2016.

Following the Board’s adoption of the Tentative Budget, the County is required to publish the Tentative Budget in a format prescribed by the Arizona Auditor General. The budget, presented in the required format, is attached to this memorandum (Attachment 2).

Employee Compensation

In previous memoranda, I shared information regarding various employee compensation proposals from employee groups, the Sheriff, etc. My proposed Tentative Adopted Budget does not include recommendations for employee pay increases. I plan to submit a memorandum to the Board detailing specific proposals, options and costs of employee

The Honorable Chair and Members, Pima County Board of Supervisors
Re: **Tentative Budget Adoption: Fiscal Year 2016/17**
June 7, 2016
Page 5

compensation adjustments prior to Final Budget Adoption. The Board can take action on any of the proposals as part of the final budget adoption on July 5, 2016.

Recommendation

I recommend the Board of Supervisors tentatively adopt the Fiscal Year 2016/17 budget in the amount of \$1,240,154,812 as presented to the Board in the April 29, 2016 memorandum – Transmittal of Recommended Fiscal Year 2016/2017 Recommended Budget, the May 24, 2016 memorandum – Tentative Budget Adoption: Fiscal Year 2016/17 and the updated budget, including the changes described in this memorandum, based on a primary property tax rate of \$4.3877.

At Final Adoption, I will recommend a further reduction in the primary property tax rate to \$4.2860.

Respectfully submitted,



C.H. Huckelberry
County Administrator

CHH/mjk – May 31, 2016

Attachments

- c: John Bernal, Deputy County Administrator for Public Works
- Jan Leshner, Deputy County Administrator for Community and Health Services
- Tom Burke, Deputy County Administrator for Administration
- Keith Dommer, Director, Finance and Risk Management Department
- Robert Johnson, Budget Manager, Finance and Risk Management

THE ADVERTISEMENT MUST BE:

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TRUTH IN TAXATION HEARING

NOTICE OF TAX INCREASE

In compliance with section 42-17107, Arizona Revised Statutes, Pima County is notifying its property taxpayers of Pima County's intention to raise its primary property taxes over last year's level. Pima County is proposing an increase in primary property taxes of \$2,313,741 or 0.68%.

For example, the proposed tax increase will cause Pima County's primary property taxes on a \$100,000 home to increase from \$435.81 (total taxes that would be owed without the proposed tax increase) to \$438.77 (total proposed taxes including the tax increase).

This proposed increase is exclusive of increased primary property taxes received from new construction. The increase is also exclusive of any changes that may occur from property tax levies for voter approved bonded indebtedness or budget and tax overrides.

All interested citizens are invited to attend the public hearing on the tax increase that is scheduled to be held on Tuesday, July 5, 2016, at 9:00 a.m. or thereafter in the Board of Supervisors Hearing Room, Pima County Administration Building, 130 W. Congress, 1st Floor, Tucson, Arizona.

Publish:

Arizona Daily Star
Sunday, June 19, 2016
Sunday, June 26, 2016

Daily Territorial
Monday, June 20, 2016
Monday, June 27, 2016

Ajo Copper News
Wednesday, June 22, 2016
Wednesday, June 29, 2016

Note: On page four of the memorandum, Tentative Budget Adoption: Fiscal Year 2016/17, June 7, 2016, 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 Attachment 2. However, these pages, which show the estimates of revenues and expenditures/expenses, have been withdrawn, since they replicate the information provided in the section labeled State Reports. Please refer to the tab labeled State Reports for the estimates of revenues and expenditures/expenses.



Board of Supervisors Memorandum

June 21, 2016

Fiscal Year 2016/17 County Library District, Debt Service Fund, Improvement Districts, Regional Flood Control District and Stadium District Final Budget Adoption

Background

I submitted the Fiscal Year (FY) 2016/17 Recommended Budget to the Board of Supervisors on April 29, 2016. At the scheduled Board meeting on May 24, 2016, the Board tentatively adopted the FY 2016/17 budgets for the County Library, the Regional Flood Control District and the Stadium District. The Board also tentatively adopted the budgets for the Debt Service Fund and Improvement Districts. The actions taken by the Board on this date set in motion the following:

1. The required advertising of the tentative adopted budgets and property tax rates for these funds and districts;
2. The required Truth in Taxation Hearings advertising for the County Free Library and Regional Flood Control Districts Secondary Property Tax Rates, and;
3. Setting the date of the Final Budget Adoption for these districts and funds as June 21, 2016.

My original budget recommendations for these districts and funds were included in my April 29, 2016 – *Transmittal of the Recommended Fiscal Year 2016/17 Budget* memorandum. My recommendations for these districts and funds were unchanged in my May 24, 2016 – *Tentative Budget Adoption: Fiscal Year 2016/17* memorandum to the Board.

The Board of Supervisors, in a two-to-two vote, failed to tentatively adopt the overall Pima County Tentative Budget for FY 2016/17 at the May 24, 2016 Board meeting. As required by Board rules, a tiebreaking vote was held at the June 7, 2016 Board meeting based on my modified overall tentative budget recommendations for FY 2016/17. These modifications reflected the positive impacts of the County prevailing in its recent litigation with the State of Arizona. The Board passed a further modified version of this tentative budget by a vote of four-to-one. As a result of the overall tentative budget being adopted on this later date, final adoption of the overall County budget is scheduled for the Board meeting of July 5, 2016 after the required advertising is completed.

Recommendation

I recommend the Board of Supervisors adopt the FY 2016/17 final budget amounts and tax rates for the County Library District, Debt Service Fund, Improvement Districts, the Regional

The Honorable Chair and Members, Pima County Board of Supervisors
Re: **Fiscal Year 2016/17 County Library District, Debt Service Fund, Improvement Districts,
Regional Flood Control District and Stadium District Final Budget Adoption**

June 21, 2016

Page 2

Flood Control District and the Stadium District as set forth in the table below. These amounts and property tax rates are the same as those resulting from the Board's action at the adoption of the Tentative Budget for these districts and funds on May 24, 2016 and are reflected in the attached Arizona Auditor General prescribed schedules.

Fiscal Year 2016/17 Budget	Budget	Tax Rate
County Free Library District	42,166,526	0.5153
Improvement Districts	See Schedule B	
Regional Flood Control District	17,652,430	0.3335
Debt Service	115,455,401	0.7000
Stadium District	5,398,439	-----

Respectfully submitted,



C.H. Huckelberry
County Administrator

CHH/mjk – June 13, 2016

Attachments

- c: John Bernal, Deputy County Administrator for Public Works
Jan Leshar, Deputy County Administrator for Community and Health Services
Tom Burke, Deputy County Administrator for Administration
Keith Dommer, Director, Finance and Risk Management Department
Robert W. Johnson, Budget Manager, Finance and Risk Management

Note: At the top of page two of this memorandum, Fiscal Year 2016/17 County Library District, Debt Service Fund, Improvement Districts, Regional Flood Control District and Stadium District Final Budget Adoption, June 21, 2016, makes reference to “the Board’s action at the adoption of the Tentative Budget for these districts and funds on May 24, 2016 and are 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.



Board of Supervisors Memorandum

July 5, 2016

Fiscal Year 2016/17 Final Budget Adoption of Overall Pima County Budget

Background

I submitted the Fiscal Year (FY) 2016/17 Recommended Budget to the Board of Supervisors on April 29, 2016. At the scheduled Board of Supervisors meeting on May 24, 2016, the Board tentatively adopted the FY 2016/17 budgets for the County Library District, the Regional Flood Control and Stadium Districts. The Board also tentatively adopted the budgets for the Debt Service Fund and Improvement Districts.

The Board of Supervisors, in a two-to-two vote, failed to tentatively adopt the overall Pima County Tentative Budget for FY 2016/17 at the May 24, 2016 Board meeting. As required by Board rules, a tie-breaking vote was held at the June 7, 2016 Board meeting based on my modified overall tentative budget recommendations for FY 2016/17. These modifications reflected the positive impacts of the County prevailing in its recent litigation with the State of Arizona. The Board passed a further modified version of this tentative budget, reducing the tentative adopted FY 2016/17 primary property tax rate to \$4.2896 per \$100 of net assessed value by a vote of four-to-one.

The actions taken by the Board on June 7 set in motion the following:

1. The required advertising of the tentative adopted budgets and property tax rates for the overall Pima County budget, and;
2. Setting the date of the Final Budget Adoption as July 5, 2016.

As the result of the Board reducing the proposed tentative primary property tax rate from \$4.3877 per \$100 of net assessed value to \$4.2896, a Truth in Taxation Notice and Public Hearing is no longer required. The proposed final primary property tax rate of \$4.2896 is \$0.0685 less than the Truth in Taxation threshold rate of \$4.3581.

On June 21, 2016, the Board of Supervisors adopted the FY 2016/17 final budget amounts and secondary property tax rates for the County Library District, Debt Service Fund, Improvement Districts, the Regional Flood Control District and the Stadium District.

My original budget recommendations were included in my April 29, 2016 – *Transmittal of the Recommended Fiscal Year 2016/17 Budget* memo. My recommendations were updated in my May 24, 2016 – *Tentative Budget Adoption: Fiscal Year 2016/17* memorandum to

the Board. Further updates were included in my June 7, 2016 – *Tentative Budget Adoption: Fiscal Year 2016/17 Overall County Budget* memo.

Statutory Constables Salary Increase

ARS 11-4241.01 sets the maximum salary for Constables in precincts with 16,000 or more registered voters at \$67,000 per year. All Constables, with the exception of the Ajo Constable (Precinct 3), currently earn \$61,208 per year. Constables who are currently up for reelection in Precincts 1, 4, 6, 7, 8, 9 and 10 are eligible to receive the maximum salary beginning in January 2017. Constables in Precinct 2 and 5 will be eligible for an increase to the maximum in FY 2018/19. The proposed final adopted budget includes \$27,369 in salary and associated benefit increases to fund the first six months of costs of the FY 2016/17 increases.

Eastside Probation Office Funding

The June 7, 2016 Board meeting included a discussion of funding the \$250,000 of lease-related costs for the Eastside Probation Office. These costs are currently included in the Superior Court's operating budget. Beginning in FY 2016/17 the lease funding obligation and other facilities costs including utilities will be transferred from the Superior Court to the County's Facilities Management Department. Facilities Management Staff is in negotiations with the owner of the facility to extend the lease and provide this facility for the Court's use for the foreseeable future.

Employee Compensation

On June 22, 2016, I sent my detailed *Fiscal Year 2016/17 Employee Compensation Plan* memorandum to the Board. The general employee compensation plan I am recommending for all County employees, including civilian employees in the Pima County Sheriff's Department, effective with the pay period beginning August 21, 2016, is as follows:

- 6 percent for employees earning \$35,000 or less per year;
- 5 percent for employees earning between \$35,001 and \$55,000 per year;
- 3.5 percent for employees earning between \$55,001 and \$90,000 per year; and
- 2 percent for employees earning over \$90,001 per year.

Employees at the beginning of the 5 percent, 3.5 percent and 2 percent thresholds will receive a slightly higher salary adjustment to ensure a balanced transition between thresholds.

As I indicate in my memorandum, 74 percent of County employees will receive a pay increase of 5 percent or more, and this is the largest single pay increase in over 10 years. The FY

2016/17 cost of this plan in all funds is \$11.6 million, with the General Fund share of the cost totaling \$6.9 million. The ongoing annual cost of this plan starting in FY 2017/18 and into the future will total \$13.5 million for all funds and \$8.1 million for the General Fund.

In addition to the general employee compensation plan, I am proposing the implementation of the Sheriff's most recent decompression plan for deputies, sergeants, corrections officers and corrections sergeants. This plan moves individuals to a pay rate based on longevity in the department and is effective with the pay period starting August 21, 2016. Employees with less than one year of experience in their current classification will not receive an adjustment at that time. Based on the difference in the percentages between steps, no employee will receive more than a 20 percent adjustment in their base salary as the result of this compression adjustment. The decompression plan assumes the County will continue to pay 3.65 percent of qualifying deputies required employee contributions to the Public Safety Retirement Plan.

The FY 2016/17 cost of the Sheriff's decompression plan is \$3.8 million. The annualized ongoing cost beginning in FY 2017/18 is \$4.4 million.

The total FY 2016/17 salary and benefit costs for both the general employee compensation and the Sheriff's decompression plans is \$15.4 million. Beginning in FY 2017/18, ongoing total annual costs will be \$17.9 million. In order to begin to support this plan with the ongoing funding required, I have proposed a variety of funding sources; the majority of which already have dedicated funding sources. As the County moves into the FY 2017/18 budget process, additional ongoing funding sources will be identified and dedicated to providing a steady base for these salary adjustments.

Analysis and planning shows that absorbing the cost of these compensation adjustments, while difficult, is doable and sustainable in the long term. The general employee compensation plan begins to address the negative impact of limited employee compensation adjustments awarded as the County worked its way through the Great Recession. The plan recognizes the needs of lower paid County employees by providing increases of 5 percent or more to 74 percent of those eligible for the increase. The Sheriff's plan begins to address decompression issues for our deputies and corrections officers as well.

Recommendations

I recommend the following actions by the Board of Supervisors:

1. Approve the increase in eligible Constables annual base salaries from \$61,208 to \$67,000 effective January 1, 2017. (FY 2016/17 cost = \$27,369)

2. Adopt and approve the implementation of the proposed general employee compensation adjustment plan and the Sheriff's decompression plan effective the pay period beginning August 21, 2016. (FY 2016/17 cost to all funds of \$15,404,634)

3. Adopt the FY 2016/17 final budget amounts and tax rates as set forth in the table below. These amounts and property tax rates are the same as those resulting from the Board's action at the adoption of the Overall Tentative Budget on June 7, 2016 and are reflected in the attached Arizona Auditor General prescribed schedules.

Fiscal Year 2016/17 Budget	Budget	Tax Rate
Total County Budget	\$1,232,771,605	5.8384
General Fund	588,729,476	4.2896
County Free Library District	42,166,526	0.5153
Regional Flood Control District	17,652,430	0.3335
Debt Service	115,455,401	0.7000
Stadium District	5,398,439	-----

Respectfully submitted,



C.H. Huckelberry
 County Administrator

CHH/mjk

Attachments

- c: John Bernal, Deputy County Administrator for Public Works
- Jan Leshner, Deputy County Administrator for Community and Health Services
- Tom Burke, Deputy County Administrator for Administration
- Keith Dommer, Director, Finance and Risk Management Department
- Robert W. Johnson, Budget Manager, Finance and Risk Management

Note: Paragraph 3 on page four of this memorandum, Fiscal Year 2016/17 Final Budget Adoption, July 5, 2016, 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.

BUDGET OVERVIEW

Financial Structure

Consolidated Overview of the County Budget by Fund

Total County Budget by Source and Use

Revenues & Expenditures for Fiscal Years 2014/2015 Through 2016/2017

Budget in Brief Fiscal Year 2016/2017

Adopted Full Time Equivalent Positions for Fiscal Years 2014/2015 Through 2016/2017

FTE Changes Explanation by Functional Area

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:	
	<ul style="list-style-type: none"> • <u>Attractions & Tourism</u> – Accounts for resources used to promote business and job development and business retention in Pima County and the state of Arizona for the purpose of enhancing the economic welfare of the inhabitants of the County. 	Transient lodging excise (hotel/motel) tax revenues.
	<ul style="list-style-type: none"> • <u>Employment & Training</u> - Accounts for resources controlled by the County as a prime sponsor under the Workforce Investment Act of 1998, superseding the Jobs Training Partnership Act. Also includes Youth Opportunity (YO) grant, Pima Vocational High School, and many other grants. 	Primarily Federal Government revenue.
	<ul style="list-style-type: none"> • <u>Environmental Quality</u> - Accounts for resources specifically identified to be expended for the protection of water, air, and land from pollutants; in addition, accounts for the tire recycling services. 	Air quality inspection and application fees; revenues from alternate onsite disposal plans; federal and state grants; and County share of state tax on new tire sales.
	<ul style="list-style-type: none"> • <u>Library District</u> – Accounts for resources used for the management and operation of the Pima County Free Library District. 	Secondary property tax revenue.

Pima County FY 2016/2017 Adopted Budget

Fund Type	Description	Funding Source
GOVERNMENTAL FUNDS (cont'd)		
Special Revenue Funds (cont'd)		
	<ul style="list-style-type: none"> • <u>Health</u> - Accounts for resources used to finance activities involved in the conservation and improvement of public health, and various animal control functions. • <u>Regional Flood Control District</u> - Accounts for expenditures necessary to analyze, design, and maintain flood control improvements to protect the public and property from floodwaters. • <u>School Reserve Fund</u> – Accounts for resources specifically identified to be expended for education programs in the Pima County Accommodation District and specialized educational programs that extend outside the boundaries of individual school districts. • <u>Stadium District</u> – Accounts for resources specifically identified to be expended for the management and operation of Kino Stadium. • <u>Transportation</u> - Accounts for administrative and operating costs expended for highways and streets, as well as resources transferred to the Capital Projects Fund for construction of highways and streets. • <u>Other Special Revenue Funds</u> - Account for resources to be expended for various other programs of the County, including various probation programs, consumer protection programs, family support, antiracketeering programs, law library, etc. 	<p>Federal and state grants; charges for services provided; private donations; and operating transfers from the General Fund.</p> <p>Secondary property tax revenue.</p> <p>Federal and state grants; private donations; Arizona Department of Education.</p> <p>Car rental surcharge fees; recreational vehicle surcharge fees; hotel/motel bed taxes; and charges for services provided for special events.</p> <p>County share of gasoline tax collected by state Highway User revenues; Vehicle License Tax revenues; and charges for services.</p> <p>Federal and state grants. Antiracketeering funding is provided by court ordered forfeitures, diversion fees, and restitution payments.</p>
Debt Service Fund	Accounts for the accumulation of resources for, and the payment of, long term debt principal and interest applicable to Governmental Funds. This fund manages the debt for 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.

Pima County FY 2016/2017 Adopted Budget

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:	
	<ul style="list-style-type: none"> • <u>Development Services</u> - Accounts for the operations that provide zoning permits, enforce ordinances, and administer uniform building codes. • <u>Parking Garages</u> - Accounts for the management and operation of eight parking facilities located in downtown Tucson. • <u>Regional Wastewater Reclamation</u>- Accounts for the management and operation of wastewater treatment and water pollution control facilities. 	<p>License and permit fees for plan examinations and zoning; penalties related to the issuance of building, plumbing, mechanical, electrical and mobile home permits; and charges for services such as plan checks and subdivision coordination.</p> <p>Parking fees from six public parking garages and two parking lots owned by Pima County.</p> <p>Sewer user, sewer connection, and sanitation fees.</p>

Pima County FY 2016/2017 Adopted Budget

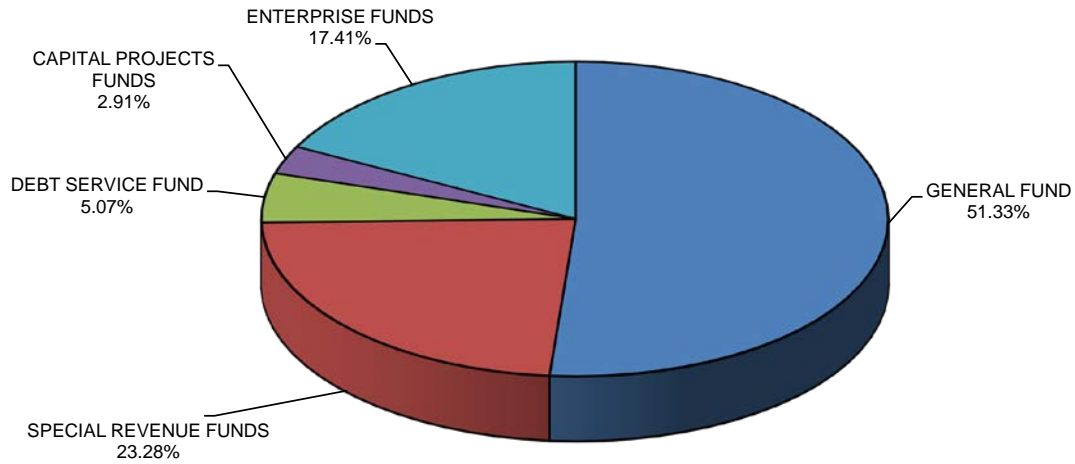
Fund Type	Description	Funding Source
Internal Service Funds	Account for the financing of goods or services provided by one department to other departments of the County on a cost reimbursement basis. Internal Service funds include the following:	
	<ul style="list-style-type: none"> • Self Insurance Trust 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, and environmental damage. It also provides coverage for certain types of litigation. 	Financed by charges to specific user departments and to the General Fund.
	<ul style="list-style-type: none"> • Health Benefits Trust – Accounts for a self-insured plan that provides employees and their families with comprehensive and affordable benefits options for health care (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. 	Financed by employee payroll deductions and charges to specific user departments for participating employees, and payments received from former employees for COBRA premiums.
	<ul style="list-style-type: none"> • Other Internal Service Funds - Account for the acquisition, operation, and maintenance of automotive and telecommunications equipment, as well as leased hardware, enterprise software and server storage, used by County departments. 	Financed by fees and charges 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

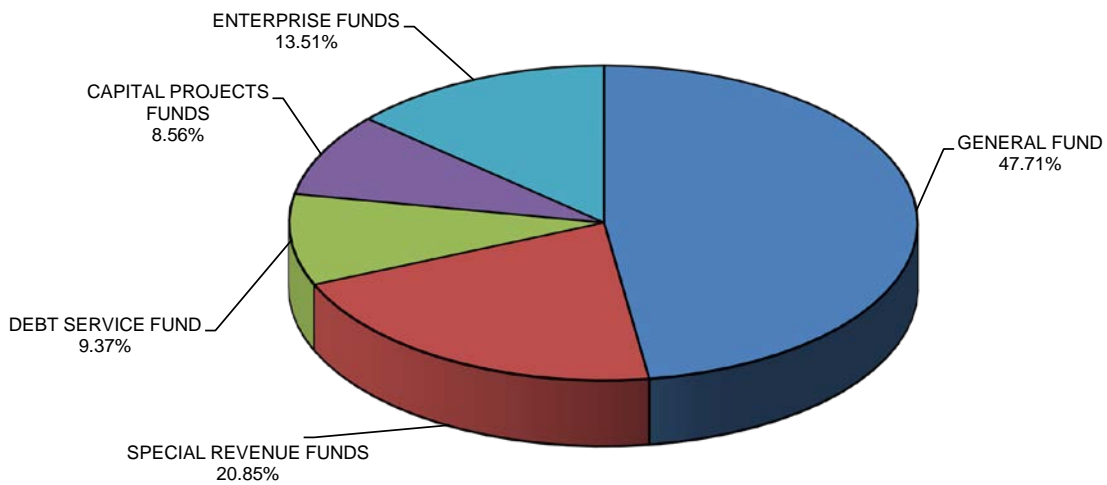
It should be noted that balances from the former General Fixed Asset Account Group and the General Long Term Debt Account Group are now considered subsidiary ledgers and are reported within the County’s government-wide financial statements, as required by GASB 34.

CONSOLIDATED OVERVIEW OF COUNTY BUDGET BY FUND

REVENUES BY FUND



EXPENDITURES BY FUND



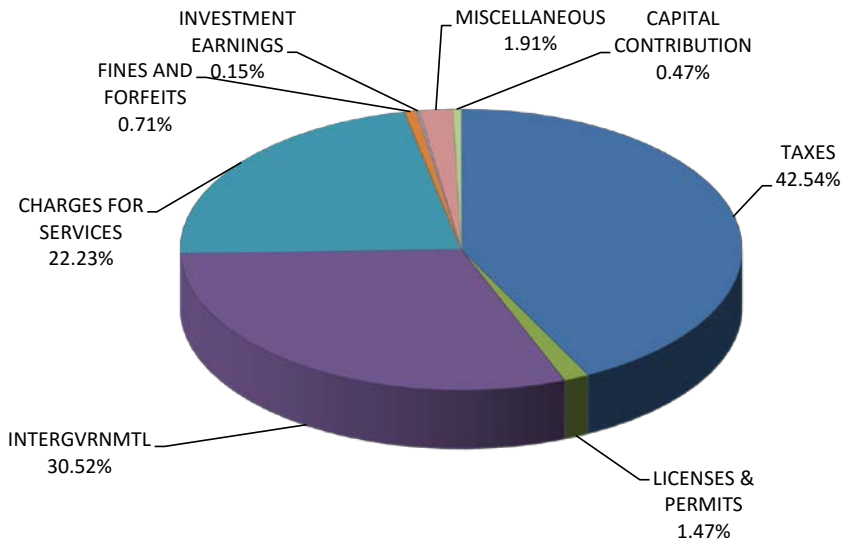
FUNDING SOURCES	EST. BEGINNING FUND BALANCE 2016/2017	ADOPTED REVENUES 2016/2017	ADOPTED EXPENDITURES 2016/2017	OTHER FINANCING SOURCES 2016/2017	INTERFUND TRANSFERS IN / (OUT)	ESTIMATED ENDING FUND BALANCE
GENERAL FUND	59,323,758	549,850,853	(588,342,099)	-	(20,832,512)	-
SPECIAL REVENUE FUNDS	45,000,846	249,421,555	(256,987,700)	-	(23,413,027)	14,021,674
DEBT SERVICE FUND	5,412,494	54,284,900	(115,455,401)	-	60,560,548	4,802,541
CAPITAL PROJECTS FUNDS	64,777,417	31,122,589	(105,479,169)	35,681,000	(9,423,264)	16,678,573
ENTERPRISE FUNDS	159,239,559	186,508,848	(166,507,236)	45,000,000	(5,882,675)	218,358,496

Note: Enterprise Fund amounts do not include the impact of the Regional Wastewater Reclamation Capital Improvement Program totaling \$46,733,324. Telecommunications \$1,575,000, Fleet Services \$3,921,009 and Parking Garages \$354,882. Also excludes impact of principal payment of \$49,098,902 of Regional Wastewater Management Debt Service.

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

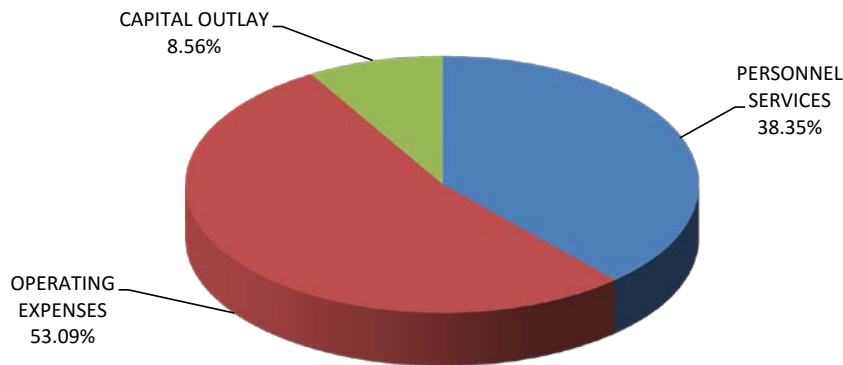
TOTAL COUNTY BUDGET BY SOURCE AND USE

REVENUES



REVENUES	FY 2014/2015 ACTUAL	FY 2015/2016 ADOPTED	FY 2016/2017 ADOPTED
TAXES	431,240,002	450,319,955	455,715,410
LICENSES & PERMITS	14,255,142	15,032,960	15,697,381
INTERGOVERNMENTAL	295,838,606	322,987,448	326,883,818
CHARGES FOR SERVICES	234,434,866	250,156,897	238,139,168
FINES AND FORFEITS	9,511,215	8,316,702	7,609,021
INVESTMENT EARNINGS	2,084,262	1,615,783	1,640,915
MISCELLANEOUS	18,293,056	18,545,519	20,503,032
CAPITAL CONTRIBUTIONS	5,390,747	5,000,000	5,000,000
	1,011,047,896	1,071,975,264	1,071,188,745

EXPENDITURES



EXPENDITURES	FY 2014/2015 ACTUAL	FY 2015/2016 ADOPTED	FY 2016/2017 ADOPTED
PERSONNEL SERVICES	433,293,585	457,745,647	472,755,122
OPERATING EXPENSES	642,509,329	625,809,018	654,537,314
CAPITAL OUTLAY	34,154,462	83,314,477	105,479,169
	1,109,957,376	1,166,869,142	1,232,771,605

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

**REVENUES & EXPENDITURES
FISCAL YEARS 2014/2015 - 2016/2017**

	ACTUAL FY 2014/2015	ADOPTED FY 2015/2016	ESTIMATED FY 2015/2016	ADOPTED FY 2016/2017
GENERAL FUND				
REVENUE				
TAXES	324,840,243	337,309,775	334,891,815	338,267,342
LICENSES AND PERMITS	2,989,430	3,075,600	3,080,765	3,205,600
INTERGOVERNMENTAL	142,421,610	144,574,076	146,856,733	151,588,844
CHARGES FOR SERVICES	41,253,272	45,192,330	44,705,623	46,486,307
FINES AND FORFEITS	3,788,909	4,261,836	3,725,839	3,812,551
INVESTMENT EARNINGS	225,232	195,700	198,850	220,518
MISCELLANEOUS	6,181,399	6,143,760	6,564,210	6,269,691
TOTAL	521,700,095	540,753,077	540,023,835	549,850,853
EXPENDITURES				
PERSONNEL SERVICES	289,987,870	302,943,888	305,150,182	316,824,467
OPERATING EXPENSES	191,945,630	246,583,991	201,981,703	271,266,032
CAPITAL EQUIPMENT > \$5,000	15,480,972	361,629	16,290,410	251,600
TOTAL	497,414,472	549,889,508	523,422,295	588,342,099
SPECIAL REVENUE FUNDS				
REVENUE				
TAXES	53,235,826	60,154,453	59,837,582	63,258,168
LICENSES AND PERMITS	5,467,105	5,767,800	5,425,914	5,581,710
INTERGOVERNMENTAL	130,332,753	160,450,978	153,563,824	147,859,340
CHARGES FOR SERVICES	14,242,582	16,706,566	14,323,110	16,500,536
FINES AND FORFEITS	5,719,309	4,049,866	3,959,746	3,791,470
INVESTMENT EARNINGS	286,819	330,635	312,534	234,189
MISCELLANEOUS	9,190,560	10,177,136	11,363,839	12,196,142
TOTAL	218,474,954	257,637,434	248,786,549	249,421,555
EXPENDITURES				
PERSONNEL SERVICES	99,909,896	116,292,902	121,935,117	116,846,913
OPERATING EXPENSES	89,718,656	134,280,151	109,497,210	133,205,865
CAPITAL EQUIPMENT > \$5,000	3,209,295	6,861,332	3,916,787	6,934,922
TOTAL	192,837,847	257,434,385	235,349,114	256,987,700
DEBT SERVICE FUND				
REVENUE				
TAXES	53,163,933	52,855,727	51,825,272	54,189,900
INTERGOVERNMENTAL	11,530	-	-	-
INVESTMENT EARNINGS	181,226	-	61,065	95,000
MISCELLANEOUS	11,660	-	43,289	-
TOTAL	53,368,349	52,855,727	51,929,626	54,284,900
EXPENDITURES				
OPERATING EXPENSES	124,242,422	110,820,702	109,553,823	115,455,401
TOTAL	124,242,422	110,820,702	109,553,823	115,455,401
CAPITAL PROJECTS FUNDS				
REVENUE				
INTERGOVERNMENTAL	23,037,713	17,962,394	29,357,948	27,435,634
CHARGES FOR SERVICES	4,728,535	3,940,800	2,706,300	3,186,670
INVESTMENT EARNINGS	502,375	281,316	389,466	283,076
MISCELLANEOUS	1,276,140	200,000	1,652,344	217,209
TOTAL	29,544,763	22,384,510	34,106,058	31,122,589
EXPENDITURES				
PERSONNEL SERVICES	5,147,843	-	4,271,452	-
OPERATING EXPENSES	61,659,019	11,065	51,161,917	-
CAPITAL EQUIPMENT > \$5,000	34,154,462	83,314,477	28,339,856	105,479,169
TOTAL	100,961,324	83,325,542	83,773,225	105,479,169

**REVENUES & EXPENDITURES
FISCAL YEARS 2014/2015 - 2016/2017**

	ACTUAL FY 2014/2015	ADOPTED FY 2015/2016	ESTIMATED FY 2015/2016	ADOPTED FY 2016/2017
ENTERPRISE FUNDS				
REVENUE				
LICENSES AND PERMITS	5,798,607	6,189,560	5,915,894	6,910,071
INTERGOVERNMENTAL	35,000	-	-	-
CHARGES FOR SERVICES	174,210,477	184,317,201	169,741,229	171,965,655
FINES AND FORFEITS	2,997	5,000	5,000	5,000
INVESTMENT EARNINGS	888,610	808,132	953,565	808,132
MISCELLANEOUS	1,633,297	2,024,623	1,855,694	1,819,990
CAPITAL CONTRIBUTIONS	5,390,747	5,000,000	5,000,000	5,000,000
TOTAL	187,959,735	198,344,516	183,471,382	186,508,848
EXPENDITURES				
PERSONNEL SERVICES	38,247,976	38,508,857	32,534,950	39,083,742
OPERATING EXPENSES	156,253,335	126,890,148	132,914,078	127,423,494
TOTAL	194,501,311	165,399,005	165,449,028	166,507,236
TOTAL REVENUES	1,011,047,896	1,071,975,264	1,058,317,450	1,071,188,745
TOTAL EXPENDITURES	1,109,957,376	1,166,869,142	1,117,547,485	1,232,771,605

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

BUDGET IN BRIEF

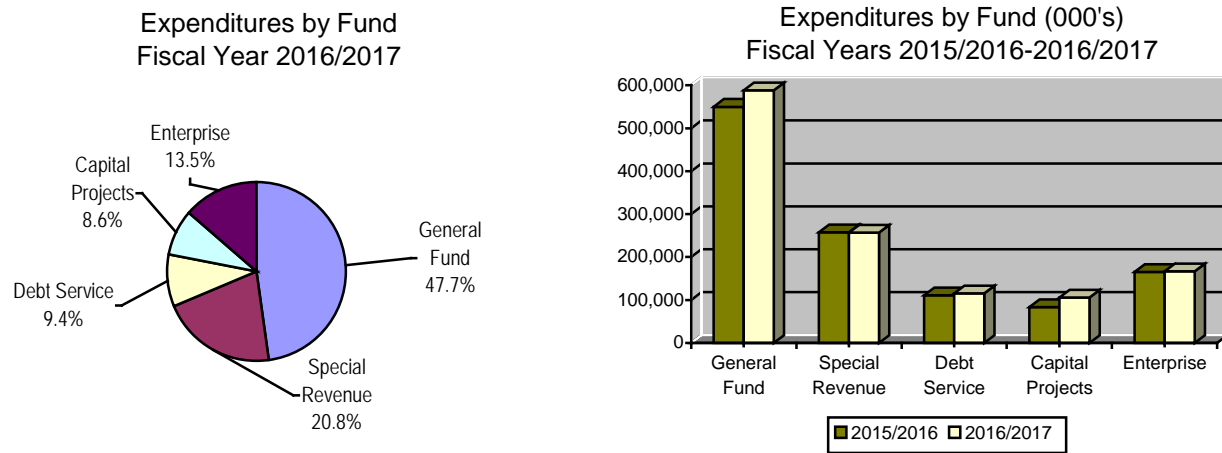
Arizona Revised Statute §42-17105 requires the Pima County Board of Supervisors to adopt a budget for each fiscal year. On July 5, 2016, the Board adopted the budget for fiscal year 2016/17, which covers the period from July 1, 2016 through June 30, 2017.

Pima County’s Fiscal Year 2016/17 Adopted Budget includes:

- \$1.233 billion in expenditures
- \$1.071 billion in revenues
- \$139.5 million in operating transfers between the various operating funds
- \$80.7 million total in debt issues including \$25.7 million in General Obligation bonds, \$10 million in Transportation bonds and \$45.0 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 2016/17 Adopted Budget for General Fund expenditures increased by \$38.5 million over fiscal year 2015/16. Major factors contributing to this net increase include:

- \$23.5 million increase in the Contingency funds from numerous offsetting changes including: \$8.0 decrease in homeowner tax rebate payments as the result of successful litigation against the state of Arizona; \$4.4 million increase for the one-time final payment (total \$6.1 million) related to the purchase of the Stardust Property; \$5.6 million reduction due the allocation of Board of Supervisor approved employee salary adjustment cost to individual General Fund departments; \$1.5 million increase for possible increases in electrical costs; \$2.9 million decrease to fund the one-time cost to complete an upgrade of the enterprise level financial systems; the ending General Fund reserve, budgeted as an expenditure, was increased from \$31.2 million in fiscal year 2015/16 to \$61.2 million in fiscal year 2016/17, an increase of \$30.0 million
- \$6.4 million increase to fund the cost of the FY 2016/17 Primary and General elections in Elections and Recorder
- \$2.5 million increase in Behavioral Health due to resume full funding for Banner-University Medical Center South Campus contract at \$15.0 million
- \$1.1 million increase in overall costs associated with leased hardware, enterprise software and servers and storage programs paid to the Information Technology Internal Service Funds
- \$769 thousand increase for Print Shop related costs as it moved from an internal service fund to the General Fund
- \$728 thousand increase in the Sheriff department for higher public safety retirement contributions to the Public Safety Personnel Retirement System
- \$635 thousand reduction in overall motor pool monthly charges to General fund departments
- also includes other position related adjustments, benefits adjustments, adjustments for one-time

costs, etc.

SPECIAL REVENUE FUNDS: The Fiscal Year 2016/17 Adopted Budget for Special Revenue Funds expenditures decreased by \$447 thousand from fiscal year 2015/16. Major factors contributing to this net decrease include:

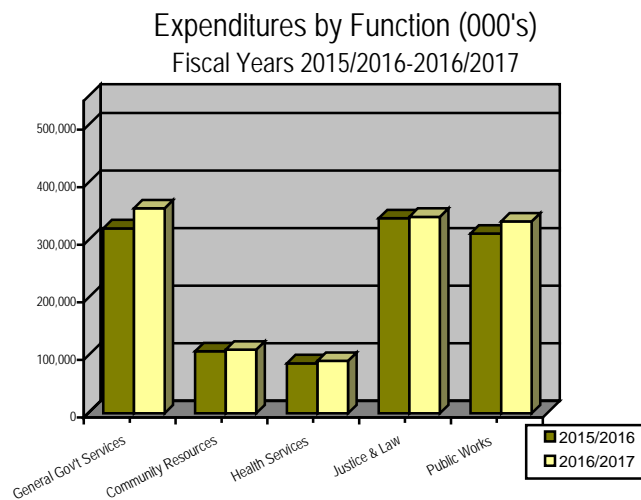
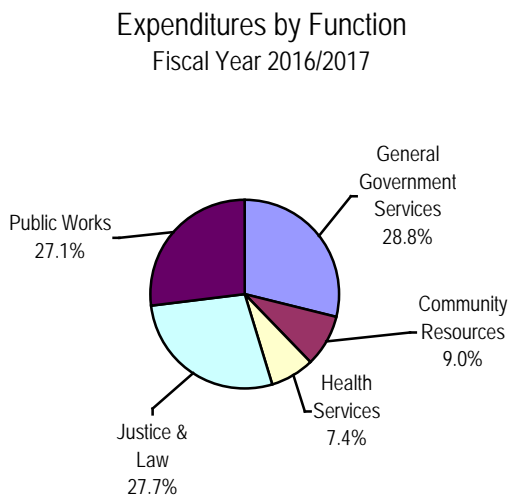
- \$3.8 million decrease in federal Transportation Grants
- \$2.9 million increase in Parks special programs
- \$2.8 million decrease in anticipated Sheriff's Department Grants
- \$1.8 million decrease in budgeted Superior Court special programs
- \$1.7 million increase in Transportation from increased County Administrative overhead, electricity costs, and maintenance of road beautification projects, and decreased charges to capital projects
- \$1.4 million in new expenditures budgeted in County Administrator Grants for MacArthur Foundation grant to reduce Adult Detention population
- \$1.3 million decrease in Employment & Training
- \$1.0 million in new expenditures budgeted in County Attorney Grants
- \$876 thousand increase in Health
- \$578 thousand increase in anticipated Health Grants
- \$430 thousand increase in Pima County Animal Care Center for its expanded shelter operations, medical treatment, and spay/neuter programs
- \$283 thousand increase in Attractions and Tourism
- \$283 thousand increase in County Free Library due to information technology, and administrative overhead costs
- \$156 thousand decrease in Flood Control District Grants to be received
- also includes other position related adjustments, benefits adjustments, information technology cost adjustments, adjustments for one-time costs, etc.

DEBT SERVICE FUND: The Fiscal Year 2016/17 Adopted Budget for Debt Service Fund expenditures increased \$4.6 million from fiscal year 2015/16. 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 2016/17. *(See the Supplemental Information section – Long Term Debt.)*

CAPITAL PROJECTS FUND: The Fiscal Year 2016/17 Adopted Budget for the Capital Projects Fund expenditures increased by \$22.2 million from fiscal year 2015/16, based on the implementation of the approved current year Capital Improvement Budget, as detailed in the County's Fiscal Year 2016/17 to Fiscal Year 2020/21 Capital Improvement Plan. *(See the Capital Improvement Projects section - Summary of Active Capital Improvement Projects.)*

ENTERPRISE FUNDS: The Fiscal Year 2016/17 Adopted Budget for Enterprise Fund expenses increased by \$1.1 million from fiscal year 2015/16. The increase is attributable to a \$905 thousand increase in Regional Wastewater Reclamation depreciation costs.

Comparison of Expenditures by Functional Area



GENERAL GOVERNMENT SERVICES: The Fiscal Year 2016/17 Adopted Budget for expenditures for the General Government Services functional area increased by \$34.8 million over fiscal year 2015/16. Major reasons for the net increase include:

- \$23.5 million increase in the Contingency funds from numerous offsetting changes including: \$8.0 decrease in homeowner tax rebate payments as the result of successful litigation against the state of Arizona; \$4.4 million increase for the one-time final payment (total \$6.1 million) related to the purchase of the Stardust Property; \$5.6 million reduction due the allocation of Board of Supervisor approved employee salary adjustment cost to individual General Fund departments; \$1.5 million increase for possible increases in electrical costs; \$2.9 decrease million to fund the one-time cost to complete an upgrade of the enterprise level financial systems; the ending General Fund reserve, budgeted as an expenditure, was increased from \$31.2 million in fiscal year 2015/16 to \$61.2 million in fiscal year 2016/17, an increase of \$30.0 million
- \$6.4 million increase to fund the cost of the FY 2016/17 Primary and General elections in Elections and Recorder
- \$4.6 million increase in Debt Service due to the retirement or refunding of previously issued debt
- \$769 thousand increase for Print Shop related costs as it moved from an internal service fund to the General Fund
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

COMMUNITY RESOURCES: The Fiscal Year 2016/17 Adopted Budget for expenditures for the Community & Economic Development functional area increased by \$3.0 million from fiscal year 2015/16. Major factors contributing to this net increase are:

- \$2.9 million increase in Parks special programs
- \$1.3 million decrease in Employment & Training
- \$283 thousand increase in Attractions and Tourism
- \$283 thousand increase in County Free Library due to books and materials, information technology, facilities management and maintenance costs
- \$189 thousand increase in Stadium District
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

HEALTH SERVICES: The Fiscal Year 2016/17 Adopted Budget for the Health Services functional area increased by \$4.0 million from fiscal year 2015/16. The main reasons for this net increase include:

- \$2.5 million increase in Behavioral Health due to resume full funding for Banner-University Medical Center South Campus contract at \$15.0 million
- \$923 thousand increase in Health
- \$578 thousand increase in anticipated Health Grants
- \$374 thousand increase in Pima County Animal Care Center for its expanded shelter operations, medical treatment, and spay/neuter programs
- also includes other position related adjustments, benefits adjustments, adjustments for other one time costs, etc.

JUSTICE & LAW: The Fiscal Year 2016/17 Adopted Budget for the Justice & Law functional area increased by \$2.6 million over fiscal year 2015/16. This net increase is due primarily to:

- \$2.8 million decrease in anticipated Sheriff's Department Grants
- \$1.8 million decrease in budgeted Superior Court special programs
- \$1.0 million in new expenditures budgeted in County Attorney Grants
- \$728 thousand increase in the Sheriff department for higher public safety retirement contributions to the Public Safety Personnel Retirement System
- \$726 thousand increase in Juvenile Court expenditures
- \$614 thousand increase in expenditures of Clerk of Superior Court
- also includes other position related adjustments, benefits adjustments, adjustments for one time costs in other funds, etc.

PUBLIC WORKS: The Fiscal Year 2016/17 Adopted Budget for the Public Works functional area increased by a net \$21.5 million from fiscal year 2015/16. Significant changes include the following:

- \$22.2 million increase from fiscal year 2015/16 in CIP, including \$4.75 million for Pavement Preservation, based on the implementation of the approved current year Capital Improvement Budget, as detailed in the County's Fiscal Year 2016/17 to Fiscal Year 2020/21 Capital Improvement Plan (*See the Capital Improvement Projects section - Summary of Active Capital Improvement Projects.*)
- \$3.8 million decrease in Transportation Grants
- \$1.7 million increase in Transportation from increased County Administrative overhead, electricity costs, and maintenance of road beautification projects, and decreased charges to capital projects
- \$905 thousand increase in Regional Wastewater Reclamation depreciation costs
- \$318 thousand increase in Regional Flood Control District for additional equipment for operations and maintenance of river parks
- \$156 thousand decrease in Regional Flood Control Grants
- \$150 thousand increase in Office of Sustainability and Conservation for Water Policy program
- 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 2016/17:

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 2016/17, General Fund expenditures include \$59.3 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. The ending fund balance reflects the savings from the May 24, 2016 litigation ruling against the one-percent homeowners rebate state cost transfer to the County. Changes other than this reserve represent a net increase of \$5.6 million from the beginning fund balance. Major factors contributing to this decrease are discussed under the Budget Issues Tab (pages 4-13 through 4-16).

Special Revenue Funds

The fiscal year 2016/17 adopted ending fund balance for all Special Revenue Funds is \$15.98 million, a net decrease of \$28.96 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 six major and over 100 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, the County Free Library, Stadium District, Justice and Law Grants, etc.

Debt Service Fund

The fiscal year 2016/17 adopted ending fund balance for the Debt Service Fund is \$4.8 million, a net decrease of \$610 thousand from the budgeted beginning fund balance. Major activity for the year includes:

- \$4.6 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 2016/17
- \$5.9 million increase in operating transfers in

Capital Projects Fund

The fiscal year 2016/17 adopted ending fund balance for the Capital Projects Fund is \$16.6 million, a net decrease of \$48.1 million from the budgeted beginning fund balance as existing bond and non-bond funds are expended in the implementation of the approved current year Capital Improvement Budget, as detailed in the County's proposed fiscal year 2016/17 to 2020/21 Capital Improvement Plan. (See the *Capital Improvement Project section - Summary of Active Capital Improvement Projects*)

Enterprise Funds

The fiscal year 2016/17 adopted ending net assets for all Enterprise Funds is \$218.4 million, a net increase of \$59.1 million over the budgeted beginning net assets. Major factors contributing to this increase include:

- \$60.5 million increase in Regional Wastewater Reclamation net assets
- \$1.5 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 2016/17.

A summary table of beginning and ending fund balances/net assets for all funds is located on pages 8-2 through 8-4 of the Summary Schedules section.

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2014/2015 - 2016/2017

Functional Area/Department	Adopted 2014/2015	Adopted 2015/2016	Adopted 2016/2017	2016/2017 vs 2015/2016
<u>General Government Services</u>				
Assessor	146.00	135.00	136.00	1.00
Board of Supervisors	22.71	22.25	22.50	0.25
Clerk of the Board	16.00	16.00	17.00	1.00
Communications Office	12.00	11.00	20.00	9.00
County Administrator	12.49	13.25	16.55	3.30
Elections	16.00	15.00	44.75	29.75
Facilities Management	170.00	166.00	171.00	5.00
Finance & Risk Management	224.23	227.25	222.55	(4.70)
Fleet Services	55.00	53.00	56.00	3.00
General Government Services Administration	0.00	0.00	2.00	2.00
Human Resources	48.00	46.00	46.00	0.00
Information Technology	169.00	179.50	177.00	(2.50)
Procurement	29.80	29.00	29.75	0.75
Recorder	56.00	43.75	64.00	20.25
Treasurer	37.50	36.50	35.00	(1.50)
Total General Government Services	1,014.73	993.50	1,060.10	66.60
<u>Community Resources</u>				
Attractions & Tourism	4.00	4.17	4.25	0.08
Community & Economic Development Administration	4.00	4.00	4.00	0.00
Community Development & Neighborhood Conservation	26.42	25.00	22.00	(3.00)
Community Services, Employment & Training	132.43	137.70	147.13	9.43
County Free Library	385.02	384.11	385.62	1.51
Kino Sports Complex	6.98	6.00	6.00	0.00
Natural Resources, Parks & Recreation	268.78	268.50	279.95	11.45
School Superintendent	14.00	13.50	13.50	0.00
Stadium District	40.18	44.75	42.00	(2.75)
Total Community Resources	881.81	887.73	904.45	16.72
<u>Health Services</u>				
Behavioral Health	9.00	13.00	13.00	0.00
Environmental Quality	45.44	45.00	42.00	(3.00)
Health	283.45	290.00	294.00	4.00
Office of Emergency Management & Homeland Security	9.15	10.50	8.50	(2.00)
Pima Animal Care Center	86.00	84.00	95.00	11.00
Wireless Integrated Network	0.00	0.00	2.00	2.00
Total Health Services	433.04	442.50	454.50	12.00

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2014/2015 - 2016/2017

Functional Area/Department	Adopted 2014/2015	Adopted 2015/2016	Adopted 2016/2017	2016/2017 vs 2015/2016
Justice & Law				
Clerk of the Superior Court	220.00	204.50	206.25	1.75
Constables	13.00	13.00	13.00	0.00
County Attorney	471.00	462.00	459.00	(3.00)
Forensic Science Center	33.00	33.00	32.00	(1.00)
Justice Court Ajo	11.00	11.00	11.00	0.00
Justice Court Green Valley	9.50	8.50	9.50	1.00
Justice Court Tucson	142.00	131.50	134.00	2.50
Juvenile Court	484.39	452.25	446.75	(5.50)
Public Defense Services	247.30	233.85	267.50	33.65
Public Fiduciary	34.45	32.85	0.00	(32.85)
Sheriff	1,636.00	1,580.00	1,571.00	(9.00)
Superior Court	665.35	650.50	639.90	(10.60)
Total Justice & Law	3,966.99	3,812.95	3,789.90	(23.05)
Public Works				
Capital Projects	6.00	0.00	0.00	0.00
Development Services	63.00	58.00	58.00	0.00
Office of Sustainability and Conservation	14.90	14.90	16.90	2.00
Project Management Office	0.00	5.00	4.00	(1.00)
Public Works Administration	9.00	11.00	10.00	(1.00)
Real Property Services	18.00	17.00	15.00	(2.00)
Regional Flood Control District	66.00	59.00	58.00	(1.00)
Regional Wastewater Reclamation	475.00	467.00	457.00	(10.00)
Transportation	306.52	292.25	285.75	(6.50)
Total Public Works	958.42	924.15	904.65	(19.50)
Total Functional Areas	7,254.99	7,060.83	7,113.60	52.77

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

Pima County FY 2016/2017 Adopted Budget

Major net changes in Full Time Equivalent (FTE) positions from fiscal year 2015/16 to 2016/17 are explained in general below:

FTEs in General Government Services increased by 66.60 or 6.70%. Major factors contributing to this net increase include:

- 1.00 FTE increase in Assessor due to partial funding restored to full-time for several positions.
- 1.00 FTE increase in Clerk of the Board due to a new position required for tax roll duties transferred from the Assessor.
- 9.00 FTE increase in the Communications Office due to one added position of Communications Specialist and 8 positions transferred in with the Print Shop.
- 3.30 FTE increase in the County Administrator due to the addition of 2.00 FTEs for the MacArthur Foundation grant, 1.00 FTE moved from Community and Economic Development, 1.00 FTE for a new Program Manager position, and 0.30 FTE adjustment of hours on two existing positions. One FTE was eliminated due to employee compensation adjustments.
- 29.75 FTE increase in Elections due to 30.00 FTEs for temporary and part-time election workers that were originally accounted for differently in the payroll system less .25 FTE for decrease of a full-time position to help pay for the Employee Compensation Plan.
- 5.00 FTE increase in Facilities Management department due to an increase in maintaining recently added facilities including Forensic Science Center and Clerk of the Board.
- 4.70 FTE decrease in Finance and Risk Management due to 8.00 Print Shop FTEs moved to the Communications Office, 2.00 General Government Services Administration FTEs moved to the new department by the same name, and 2.00 FTEs eliminated by employee compensation adjustments. These reductions were partially offset by the addition of 3.00 FTEs in Financial Transactions for the report writing function, 3.00 FTEs in Grants Management to comply with Uniform Grant Guidance, and 1.30 FTE net increase for various other miscellaneous adjustments to existing positions.
- 3.00 FTE increase in Fleet Services due to adding 1.00 FTE for expended equipment services and refilling 2.00 FTEs from FY 2015/16 2% budget reduction.
- 2.00 FTE increase in General Government Services Administration due to being a newly added department in General Government Services.
- 2.50 FTE decrease in Information Technology due to increased staff of 0.50 FTEs for the internal service fund offset by a decrease of 3.00 FTE in the general fund which included 1.00 FTE to help pay for the Employee Compensation Plan.
- 20.25 FTE increase in the Recorder's office due to 20.00 FTEs for temporary and part-time election workers that were originally accounted for differently in the payroll system plus .25 FTE for restoring a part-time position to full-time in the special revenue fund.
- 1.50 FTE decrease in the Treasurer's office due to 2.00 FTEs unfunded including 1.00 to help pay for the Employee Compensation Plan partially offset by .50 increase of one FTE restored to full-time from part-time status.
- 1.00 FTE net increase in various other General Government Services departments.

FTEs in Community Resources increased by 16.72 or 1.88%. Major factors contributing to this net increase include:

- 9.43 FTE increase in Community Services, Employment & Training due to a new grant award and increased headcount of intermittent multi-fill positions
- 1.51 FTE increase in County Free Library due to increased headcount of intermittent multi-fill positions

Pima County FY 2016/2017 Adopted Budget

- 11.45 FTE increase in Natural Resources, Parks and Recreation due to a change in position budgeting now using a one-to-one position control number standard
- 5.67 FTE decrease in various other Community Resources departments

FTEs in Health Services increased by 12.00 or 2.71%. Major factors contributing to this net increase include:

- 3.00 FTE decrease in Environmental Quality is due to postponing the Expanded Air Quality Program.
- 4.00 FTE increase in Health is primarily due to an increase in personnel in the Community Health Services program.
- 2.00 FTE decrease in the Office of Emergency Management & Homeland Security is the result of the positions being moved to the new Wireless Integrated Network department.
- 11.00 FTE increase in Pima Animal Care Center is the result of an increase of 7.00 FTEs converted from previously budgeted overtime amounts and 4.00 FTEs as part of the investment in behavioral development program.
- 2.00 FTE increase in Wireless Integrated Network due to being a newly added department in Pima County Health Services.

FTEs in Justice & Law decreased by 23.05 or 0.60%. Major factors contributing to this net decrease include:

- 1.75 FTE increase in Clerk of the Superior Court as a result of participation in the state's Fine/Fee and Restitution Enforcement Program (FARE).
- 3.00 FTE decrease in County Attorney due to the addition of two new Law Clerk positions and giving up for employee compensation adjustments, as well as declining special revenue and lower amount of interest from the Treasurer's office.
- 1.00 FTE decrease in Forensic Science Center due to the unfunding of a Pathology Transcriber position and outsourcing transcription services.
- 1.00 FTE increase in Justice Court Green Valley for a Litigation II position in JCEF Special Revenue fund since their supplemental budget request was not approved.
- 2.50 FTE net increase within Justice Court Tucson.
- 5.50 FTE decrease in Juvenile Court from the elimination of vacant positions.
- 0.80 FTE increase in Public Defense Services including 1.65 FTE increase from PDS and 0.85 FTE decrease from Public Fiduciary due to hiring in-house attorneys to reduce the costs for paying contract attorneys.
- 9.00 FTE decrease in the Sheriff as due to the reduction of budgeted hours to existing vacant positions.
- 10.60 FTE decrease in Superior Court due to the elimination of positions that have been vacant.

FTEs in Public Works decreased by 19.50 or 2.11%. Major factors contributing to this net decrease include:

- 2.00 FTE increase in Office of Sustainability and Conservation is due to the addition of the new Water Policy Program.
- 1.00 FTE decrease in Project Management Office due to eliminating a vacant position.
- 1.00 FTE decrease in Public Works Administration due transferring an employee to Regional Wastewater Reclamation District.
- 2.00 FTE decrease in Real Property Services due to eliminating vacant positions.
- 1.00 FTE decrease in Regional Flood Control District due to eliminating a vacant position.

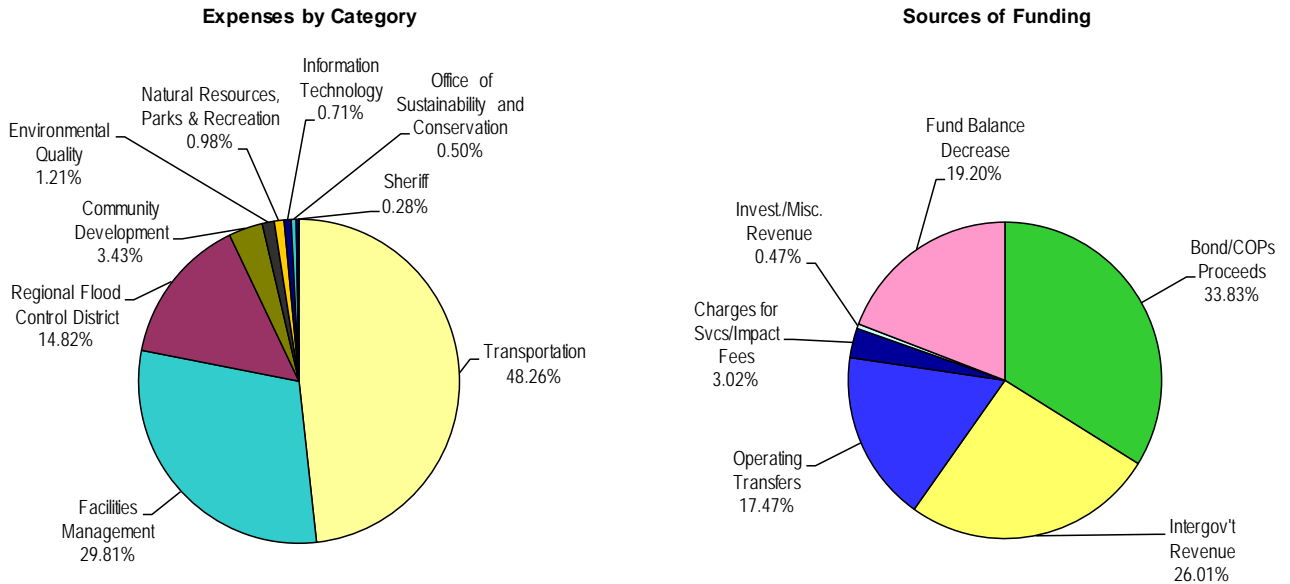
Pima County FY 2016/2017 Adopted Budget

- 10.00 FTE decrease in Regional Wastewater Reclamation due to continuing reassessment of staffing needs at new facilities, with three FTEs eliminated to partially fund the Employee Compensation Plan.
- 6.50 FTE decrease in Transportation due to eliminating vacant positions.

PIMA COUNTY CAPITAL IMPROVEMENT PROGRAM OVERVIEW

The following charts provide summary information for Pima County’s fiscal year 2016/17 adopted expenditures, revenues, and other funding sources for all Capital Projects Fund projects.

Pima County FY 2016/17 Capital Projects Fund¹



Expenses by Category

Transportation	\$ 50,896,922
Facilities Management	31,441,543
Regional Flood Control District	15,632,511
Community Development	3,614,498
Environmental Quality	1,280,615
Natural Resources, Parks & Recreation	1,037,929
Information Technology	750,000
Office of Sustainability and Conservation	525,151
Sheriff	300,000
	\$105,479,169

Sources of Funding

Other Funding: Bond/COPs Proceeds	\$ 35,681,000
Intergovernmental Revenue	27,435,634
Other Funding: Operating Transfers	18,424,464
Charges for Services/Impact Fees	3,186,670
Investment & Miscellaneous Revenue	500,285
Fund Balance Decrease ²	20,251,116
	\$ 105,479,169

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.

² Calculated with Transfers Out not included as Expenditures.

FINANCIAL POLICIES

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

Adopt a Balanced Budget

Arizona Revised Statute §42-17151 states, in pertinent part:

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

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

Adhere to a Well Defined Budgetary Process

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

Promote Budget Accountability

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 exceedance.

Follow a Programmatic Method of Budgeting

The fiscal year 2016/17 adopted budget is presented using a line item and programmatic method. The goals of this presentation are 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 2014/15, the estimated result for fiscal year 2015/16, and the planned result for fiscal year 2016/17. 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.

Support Goals, Policies and Initiatives outlined in the Pima Prospers Comprehensive Strategic Plan

Pima Prospers is a ten-year comprehensive plan initiative for Pima County. It covers most aspects of County services, establishes a vision and overarching principles (notably health communities) and focuses on people and the economy in general. It is the product of a citizenry and stakeholders who raised critical concerns and issues. It recognizes the continuing fiscal realities and the efficiencies that must be in place for its successful implementation. Under Pima Prospers, the County intends to align, to the maximum extent possible, the annual budget, capital improvement program and future bonding programs. Departments will develop their annual budgets as well as programmatic goals, objectives and performance measures in support of the comprehensive strategic plan in the coming fiscal years.

Pima Prospers charts a course for the County for the next ten years. It is not a static document but will change as necessary over its lifetime. The strategic comprehensive plan is the first to be viewed primarily on-line at: www.pimaprospers.com . Pima Prospers is understood to be a “living document” that allows for amendment as it becomes necessary due to changing circumstances, extraordinary opportunities or critical needs.

Key chapters of the Pima Prospers Plan include:

Use of Land- This chapter addresses land use issues and initiatives throughout Pima County. The Maeveen Behan Conservation Land System resulting from the award winning Sonoran Desert Conservation Plan serves as an anchor by providing the ability to mitigate development with offsite lands. Additionally, this part of the plan incorporates the County’s commitment to Davis Monthan Air Force Base, its longstanding policy on conservation of our cultural and natural resources and green building.

Physical Infrastructure Connectivity- This chapter includes a transportation element for roads, rail, air and freight. The cornerstones of this portion of the plan are policies to provide a safe comprehensive system that is well maintained and serves trade and economic development industries.

Human Infrastructure Connectivity- Included in this chapter are strategies for access to healthy lifestyle components especially for an aging population, disease prevention, and health impact assessments. Sustaining healthy communities also means addressing climate related issues and their impact on communities. Workforce training, education, libraries, and the arts contribute to the County’s economic base and are supported throughout the plan.

Economic Development- The economic development plan chapter of the plan pulls the key principles from the County’s Economic Development Plan into long term policy. It works to protect the defense and aerospace economic base, builds on the trade corridors through the Port of Tucson, and leverages partnerships with the University of Arizona, State of Arizona, Sun Corridor, Inc., and others to attract new industries. The plan also recognizes the importance of providing a positive business climate, meeting the needs of small business, and reinvesting in revitalizing commerce areas with street maintenance. In addition, tourism showcases the areas’ natural assets that bring many individuals to this part of the Sonoran Desert.

All the policies included in the plan are backed with implementation items as well as timelines that will serve as the backbone of a County work plan for years into the future. An interdisciplinary monitoring team was formed to track and regularly report on the progress and the outcomes of the various departments contributions during the lifetime of the current plan.

Minimize Impact of State of Arizona Budget Cost Shifts on County Services

Over the years, the State of Arizona has adopted new programs, paid for them entirely for one or two years, and then begun to shift the program costs to the counties. The best examples of this process are

the Restoration to Competency and the Sexually Violent Persons programs. Restoration to Competency takes a criminal defendant who would otherwise be declared incompetent to stand trial and improves their competency to the point where they are able to stand trial. Sexually Violent Persons are individuals confined to the State Prison, who, upon completion of their sentence, are deemed to be a continuing threat to public safety and are confined at the Arizona State Hospital. Both of these programs were initially paid entirely by the State. Currently, the costs of both of these programs have been either entirely or partially shifted to the counties. The same is true for the State Indigent Health program for fiscal year 2016/17 (Arizona Health Care Cost Containment System, Arizona Long Term Care System and Behavioral Health System). These total cost transfers from the State of Arizona, including the County's share of salaries and benefits for the various courts totaled \$82.4 million, or 25 percent of our primary property tax levy in fiscal year 2016/17.

In balancing the State Budget in fiscal year 2015/16, the Governor and Legislature accelerated cost transfers to the counties and increased the cost transfer to Pima County by more than any county in the State. The cost transfers to the County enacted into law equaled in excess of \$21.6 million and when added to the existing fiscal year 2015/16 State cost transfers yielded a total transfer of \$104.4 million for the fiscal year or over 31 percent of the existing primary property tax levy of \$334.4 million.

In 1980, 36 years ago, Arizona voters approved a constitutional limit on the amount of property tax that can be levied on an individual residential property. The Legislature in 1981, as part of an effort to equalize school funding and satisfy its constitutional obligation to provide for a uniform statewide school system, provided that school district levies would be reduced when the one percent cap was exceeded and the State of Arizona would provide additional funding to the impacted school district to make up the difference. This had been the law and practice for 35 years.

In FY 2015/16 the Governor and Legislature approved budget legislation that transferred a significant portion of this additional funding to the County and other taxing jurisdictions for the first time. The fiscal year 2015/16 cost shifts approved by the Governor and the Legislature included the transfer of \$15.8 million of funding to Pima County's primary property taxing jurisdictions to offset residential primary property taxes on individual residential properties that exceed one-percent of the property's value. In anticipation of the County's share of these payments totaling an estimated \$8.1 million and other State cost shifts, the Board of Supervisors increased the primary property tax rate by \$0.1098 per \$100 of net taxable value and reduced funding for program and services to fund all of the FY 2015/16 State cost shifts.

Pima County filed suit against the State of Arizona on June 8, 2015 to reverse what was seen as unconstitutional legislation.

The legislation required that the State's Property Tax Oversight Commission (PTOC) apportion the liability among the various property taxing jurisdictions where a one percent exceedance occurred. The PTOC met on March 15, 2016 and determined that Pima County's total liability under this legislation was \$16.8 million. The commission apportioned the first \$1 million payable to the impacted school districts to the State of Arizona. The remaining \$15.8 million was to be allocated to the various primary property taxing jurisdictions by the PTOC. This remaining \$15.8 million was to be paid to the Tucson Unified School District.

At its meeting on March 15, 2016 the PTOC incorrectly interpreted the legislation and determined to apportion the full one percent exceedance liability for fiscal year 2015/16 exclusively to Pima County. All other primary property taxing jurisdictions were held harmless. The County's share of these costs as determined by the PTOC were \$7.8 million higher than anticipated in the fiscal year 2015/16 adopted budget. If paid, the additional liability would have to have been funded out of the County's budgeted reserves. The fiscal year 2016/17 County Administrator's Recommended Budget included a primary property tax increase of \$0.1030 per \$100 of net taxable value to fund this higher than anticipated liability.

Ultimately, based on a May 24, 2016 decision by the Maricopa County Superior Court, Pima County prevailed in its litigation against the State of Arizona regarding the unconstitutional transfer of property tax liability to the County to fund the one percent homeowner's rebate. The State of Arizona did not appeal this decision.

Based on the Court's decision the County was relieved from taxing for and making the \$15.8 million one percent homeowners rebate payments to the Tucson Unified School District in both fiscal year 2015/16 and fiscal year 2016/17. This Court decision provided the Board of Supervisors the ability to reduce primary property tax rate included in the County Administrator's fiscal year 2016/17 Recommended Budget from \$4.4907 per \$100 of net taxable value to \$4.2896 per \$100 of net taxable value in the fiscal year 2016/17 Adopted Budget. This new rate is 9.81 cents less than the fiscal year 2015/16 primary property tax rate.

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 and is only now beginning to recover. Faced with plummeting state shared revenues, the County began to reduce overall expenditures more than eight years ago. State shared funding sources in the areas of sales tax, vehicle license tax, and highway user revenue funds (HURF) decreased significantly from their peak in fiscal year 2006/07 to fiscal year 2013/14 and are continuing to modestly recover. For only the second time in seven years the property tax base has shown an increase. The primary taxable value of the County increased over the previous year by approximately 2.58 percent, while the secondary assessed values showed similar increases. Despite this increase, the fiscal year 2016/17 General Fund tax base will be in aggregate 13.0 percent smaller than it was in fiscal year 2009/10. Currently, economic conditions are improving, and we forecast an increase of 2.74 percent in the General Fund tax base for fiscal year 2017/18.

Given the drop in state shared revenues from fiscal year 2006/07 to 2013/14, the declining value in the property tax base through fiscal year 2014/15, and state cost shifts and transfers over the five prior years, Pima County continues to face unprecedented budget challenges despite the small turnaround in the property tax base. A number of measures have been followed to mitigate these challenges over the past several years:

- Since fiscal year 2008/09 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 annually in subsequent fiscal years. While no additional across-the-board reductions were made for fiscal years 2012/13 through 2014/15, the County will continue to realize these savings. In fiscal year 2015/16, County departments were required to absorb an additional 2 percent across-the-board reduction resulting in additional savings of \$7.0 million in the General Fund and \$10.9 million overall.
- 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. All eligible County employees received an ongoing 50 cent per hour pay increase effective September 7, 2014. No across-the board pay adjustments were approved for fiscal year 2015/16. A general salary adjustment of 2 to 6 percent dependent on the level of an employee's base salary and a decompression adjustment for Sheriff deputies and corrections officers was

approved for FY 2016/17. Both of these adjustments are effective on August 21, 2016 (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 1,283 or 15.2 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 health care delivery in 2004 with the management turnover of Banner – University of Arizona South Campus. Five 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 four years, 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 saves the County nearly \$6 million annually.
- 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 2016/17 totals over \$145 million which is more than 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, retirement contributions and other employee benefits adjustments. Fiscal year 2016/17 aggregate benefits increased in excess of \$6 million over fiscal year 2015/16. This increase in benefits costs will be absorbed by the County despite its increasing costs within other areas of the County's budget.
- Prior to fiscal year 2013/14, the County purchased medical insurance from an independent provider. Over the five years prior to fiscal year 2013/14 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 starting in fiscal year 2013/14. Under this new model, fiscal year insurance costs increase by less than 5 to 7 percent per year.
- Overall County budgeted expenditures of \$1,232,771,605 are 5.6 percent more than fiscal year 2015/16 budgeted expenditures and \$250 million or 17 percent less than eight 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 2016/17 no funding was available or approved for supplemental requests.

Diversify the County's Revenue Sources

Property Taxes

The fiscal year 2016/17 Adopted Budget includes a \$0.0981 decrease in the primary property tax rate for General Government from the fiscal year 2015/16 tax rate. The Regional Flood Control District secondary property tax rate increases by \$0.0200. The Library District's and the Debt Service Fund's secondary tax rates are unchanged from fiscal year 2015/16 rates. The total property tax rate for Pima County decreased from \$5.9165 to \$5.8384 per \$100 of assessed valuation, a net decrease of \$0.0781.

General Government Revenues other than Property Taxes

Excluding revenues related to primary property taxes, projected fiscal year 2016/17 general government revenue from all other sources is \$173.2 million, an increase of \$7.8 million over the fiscal year 2015/16 adopted budget. State Shared Sales Taxes are expected to increase by \$3.6 million, while Vehicle License Tax revenue is expected to increase by approximately \$1.4 million. Other changes in revenue include a \$20 thousand increase in Pooled Investment Interest and a \$130 thousand increase in Business License and Permit revenue. Transient Lodging tax revenue decreases by \$84 thousand. Contributions for Administrative Overhead from other County funds will increase by \$1.9 million in fiscal year 2016/17. Public Works Administrative Overhead revenue will decrease \$488 thousand.

State Shared Income Taxes

In the tax equity battle that occurred with the state legislature in the 1990s, 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. State Shared 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 \$43.5 million. If these income tax revenues were received, they could be used to further reduce the primary property tax by \$0.5784 per \$100 of assessed value.

Local Sales Tax

Pima County does not currently levy a local excise (sales tax) as permitted by Arizona Revised Statutes. The following excise tax options are available for consideration:

A general sales tax of up to 0.5 percent rate that is employed in thirteen other counties in Arizona. If the County had the ability to levy a local sales tax in fiscal year 2016/17, it would realize revenues of approximately \$70 million and would decrease the County's primary property tax rate by \$0.9298 per \$100 of net taxable value. This statutory authorization requires a unanimous vote of the Board of Supervisors.

The County can request voter approval of a Jail Excise tax up to the equivalent of a quarter cent sales tax (\$0.0025). If approved by the voters, this jail tax could reduce the County's primary property tax rate by \$0.4649 per \$100 of net taxable value and produce approximately \$35.0 million in revenue.

A road excise tax, which is available to most other counties in the state.

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*.

Adjust Property Tax Rates to Adequately Fund County Government

Table 1 underscores the Board of Supervisor’s commitment to make necessary adjustments in property tax rates to continue to provide core County services. The total rate adopted by Pima County was unchanged in fiscal year 2012/13 from the prior fiscal year and increased by 5.8 percent in fiscal year 2013/14. In response to continued decreases in property values, increased demand for core services and unmet funding requirements, the total rate for fiscal year 2014/15 increased by 12.4 percent. Overall rates increased by 3.5 percent in fiscal year 2015/16 to offset State budget cost shifts and stabilize funding for the Pima County Library System.

The FY 2015/16 property tax rate increase of \$0.1098 per \$100 of net taxable value was put in place to exclusively offset additional the shift of state aid to education/ one percent homeowners rebate costs to the County by the State. The Board of Supervisors approved the increase with the commitment that it would be reversed in future years if the County prevailed in its litigation against the State of Arizona regarding the unconstitutional transfer of property tax liability to the County to fund the one percent homeowner’s rebate.

Based on a May 24, 2016 decision by the Maricopa County Superior Court, Pima County prevailed in its litigation against the State of Arizona. In response, the Board of Supervisors reduced the fiscal year 2016/17 primary property tax rate 9.81 cents from the fiscal year 2015/16 rate of \$4.3877 to \$4.2896.

The fiscal year combined fiscal year 2016/17 property tax rate decreased by a net 7.81 cents or 1.3 percent from fiscal year 2015/16. The decrease in the primary property tax rate is partially offset by a 2 cent increase in the Regional Flood Control District secondary tax rate to address increased operational costs that have been deferred during the past seven years of economic recession and the resulting contraction of the District’s tax base.

Table 1

Comparison of Property Tax Rates*

	<u>FY 2013/14 Tax Rates</u>	<u>FY 2014/15 Tax Rates</u>	<u>FY 2015/16 Tax Rates</u>	<u>FY 2016/17 Tax Rates</u>
Pima County Primary (General Gov't)	\$3.6665	\$4.2779	\$4.3877	\$4.2896
Debt Service	0.7800	0.7000	0.7000	0.7000
Library District	0.3753	0.4353	0.5153	0.5153
Regional Flood Control District	<u>0.2635</u>	<u>0.3035</u>	<u>0.3135</u>	<u>0.3335</u>
Total	\$5.0853	\$5.7167	\$5.9165	\$5.8384

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

Pima County’s fiscal year 2016/17 combined property tax rate decreased by 7.81 cents per \$100 assessed value from the prior fiscal year. The County will levy \$454 million in primary and secondary property taxes in fiscal year 2016/17. This is only the third time that the combined levy has increased

since fiscal year 2010/11 when it totaled \$418 million. The current year’s levy is \$36 million or 8.6 percent more than the amount levied in fiscal year 2010/11.

Maintain an Adequate Ending General Fund Balance

Over the past ten years, the unreserved ending General Fund balance ranged from an actual low of \$27.8 million for fiscal year 2007/08 to a high of \$77.5 million for fiscal year 2009/10. The Board of Supervisors has adopted a conservative unreserved ending General Fund Balance of \$61.2 million for fiscal year 2016/17, which is approximately 10.8 percent of budgeted operating revenues. This percentage is in the middle of 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”. However, 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, through 2015/16 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 health 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

	<u>Budgeted</u>	<u>Actual</u>	<u>% of Revenue</u>
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	\$56,684,092	12.2
Fiscal Year 2013/14	\$22,800,043	\$42,911,880	9.2
Fiscal Year 2014/15	\$17,474,480	\$48,072,426	6.4
Fiscal Year 2015/16	\$30,256,247	\$59,323,758 *	5.6
Fiscal Year 2016/17	\$61,240,853		10.8

* 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 Revenue Management and Audit Division collects debts owed to the County, monitors and reports on revenue streams 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, only one major fund requires General Fund support to forestall the occurrence of negative cash deficits. Another has recovered sufficiently to begin to repay the County's General Fund for the support it provided for past deficits.

Stadium District:

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 2015/16 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 2015/16 budgeted subsidy of \$1.2 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 especially as a soccer venue, a similar situation is expected in fiscal year 2016/17 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 2016/17 and future fiscal years, \$1.2 million has been budgeted as an operating transfer to the District.

The County was able to reduce deficits related to the Development Services function that had received significant cash transfers from the General Fund in prior fiscal years:

Development Services:

The Countywide planning function is within the Development Services Department and benefits all County residents. As a result of reduced construction activity, starting in fiscal year 2009/10 this function could not 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 zero in fiscal year 2014/15. Construction activity in the County began to stabilize in fiscal year 2012/13 and this recovery continued in fiscal year 2014/15 which resulted in minimal operating losses. Development Services had recovered sufficiently to begin to repay the General Fund contributions made in prior years beginning with a payment of \$250,000 included in the fiscal year 2015/16 budget. The department will make a second payment to the General Fund totaling \$500,000 in fiscal year 2016/17.

Provide a Budget Stabilization Fund

Prior to fiscal year 1999/2000, the only method of managing budget exceedances or other generalized Countywide program costs that may impact the General Fund had been to reserve funding in the Board of Supervisors Contingency Fund for those purposes. Several years ago this process of reserving funds was further developed and institutionalized through the establishment of the Budget Stabilization Fund (in the General Fund). For fiscal year 2016/17, budgeted expenditure authority in the Budget Stabilization Fund amounts to \$10,823,137.

Table 3

Budget Stabilization Fund

Soccer Fields Debt Service Payment	\$ 6,103,719
Electricity Reserve	1,500,000
CGI 3.10 Upgrade (County's Enterprise Accounting System)	1,200,000
Painted Hills Debt Service Payment	1,061,029
Juvenile Corrections State Budget Cost Shift	613,389
Kino Sports Complex Deferred Maintenance	300,000
Tumamoc Hill - Sustainability	45,000
	\$ 10,823,137
Total Budget Stabilization Fund	

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, 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 2006/07:

Table 4
Salary Increase Summary

Fiscal Year	Salary Increase
FY 2006/07	2.8% <u>general adjustment</u> effective Jul 1, 2006 1.7% <u>general adjustment</u> effective Jul 1, 2006 to compensate for increased retirement rate contribution for members of the Arizona State Retirement System 1 <u>step adjustment</u> for Sheriff's corrections non-command staff, deputies, and sergeants effective date in class
FY 2007/08	2.1% <u>general adjustment</u> effective Jul 8, 2007 2.5% <u>market adjustment</u> effective Jul 8, 2007 0.5% <u>general adjustment</u> effective Jul 8, 2007 to compensate for increased retirement rate contribution for members of the Arizona State Retirement System 10% and 5% <u>step adjustment</u> for Sheriff's deputies, sergeants, and corrections non-command staff effective January 6, 2008
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% <u>general adjustment</u> 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% <u>general adjustment</u> effective pay period beginning June 30, 2013 2.0% <u>general adjustment</u> 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
FY 2014/15	50 cents per hour <u>general adjustment</u> effective pay period beginning September 7, 2014
FY 2015/16	No general adjustment, anniversary increases, or step increases awarded
FY 2016/17	6.0% <u>general adjustment</u> for employees earning \$35,000 or less per year 5.0% <u>general adjustment</u> for employees earning between \$35,001 and \$55,000 per year 3.5% <u>general adjustment</u> for employees earning between \$55,001 and \$90,000 per year 2.0% <u>general adjustment</u> for employees earning over \$90,000 per year <u>Decompression adjustments</u> for Sheriff's deputies, sergeants, corrections officers and corrections sergeants Effective date of all adjustments is August 21, 2016

For fiscal year 2016/17, the Board of Supervisors approved a tiered general adjustment for all eligible County employees ranging from 2.0 percent to 6.0 percent based on each individual's base salary as of August 21, 2016. Eligible Sheriff deputies, sergeants, corrections officers and corrections sergeants will receive decompression salary adjustments effective August 21, 2016 ranging from 2 percent to 20 percent based on the individual's longevity in the department.

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 twelve 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, for a total 2006 authorization of \$54 million. In November 2014, voters authorized \$22 million in general obligation bonds for the purposes of funding improvements related to the care and safekeeping of animals in the County. Combining the 1997, 2004, 2006, and 2014 authorization provides total bond proceeds of \$1.52 billion.

Pima County currently has \$456 million in active bond projects fully or partially funded by bonds and \$614 million in active non-bond projects resulting in a total capital improvement program of \$1.07 billion. The proposed Capital Improvement Program (CIP) for fiscal year 2016/17 – 2020/21 identifies, among other items: active projects, funding sources, debt profiles, unfunded needs, and a schedule of bond sales. The CIP currently has 135 capital improvement projects and a total of \$157.3 million budgeted for fiscal year 2016/17. Of this fiscal year amount, Regional Wastewater Reclamation funds \$46.7 million, Telecommunications funds \$1.5 million, Fleet Services funds \$3.3 million, and Parking Garages funds \$0.4 million, with \$105.4 million approved in the fiscal year 2016/17 Capital Projects Adopted Budget. (For project-by-project details, see the CIP section – *Summary of Active Capital Improvement Projects.*)

The following table shows the amount and types of bonds authorized since 1997, how much of each has been sold and the amount remaining.

Table 5

1997, 2004, 2006 and 2014 Bond Authorizations

	<u>Authorization</u> (million)	<u>Sold</u> (million)	<u>Remaining</u> (million)
1997 General Obligation Bonds	\$ 257.0	\$ 255.8	\$ 1.2
1997 Sewer Revenue Bonds	105.0	105.0	0.0
1997 Transportation Bonds	350.0	276.6	73.4
2004 General Obligation Bonds	582.2	575.8	6.4
2004 Sewer Revenue Bonds	150.0	150.0	0.0
2006 General Obligation Bonds	54.0	54.0	0.0
2014 General Obligation Bonds	22.0	4.0	18.0
Total	\$1,520.2	\$ 1,421.2	\$ 99.0

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, 2015, is as follows (in thousands):

Net assessed valuation:	\$7,579,899
<u>Debt Limit (15% of net assessed valuation):</u>	\$1,136,985
<u>Amount of debt applicable to debt limit:</u>	
General obligation bonds outstanding	\$383,935
Less net assets in debt service fund available for payment of general obligation bond principal	<u>(6,037)</u>
Legal debt margin available	<u>759,087</u>

- Street and Highway Revenue Bonds

Arizona Revised Statute §11-378 presently requires that in order for the County to issue bonds payable from Street and Highway Revenues, the County must have received Street and Highway Revenues in the year preceding the issuance of the additional bonds in an amount equal to at least one and one-half times the highest annual principal and interest requirements thereafter to come due on all such bonds to be outstanding following the issuance of the additional bonds, provided that if the Street and Highway Revenues received in the preceding year do not equal at least two times the highest annual principal and interest requirements, the proposed bonds must bear a rating at the time of issuance of “A” or better by at least one nationally recognized credit rating service, taking into account any credit enhancement facility in effect with respect to such bonds.

Each time Pima County has issued Street and Highway Revenue Bonds, the County has met the requirements of Arizona Revised Statute §11-378. In fiscal year 2013/14, the County issued \$16.0 million in new Street and Highway Revenue Bonds and met the statutory requirement. The County did not issue Street and Highway Revenue Bonds in fiscal year 2014/15 or 2015/16, however, the County is planning to issue \$10 million of these Bonds in fiscal year 2016/17. For fiscal year 2015/16, Street and Highway revenues were \$56,005,745, and \$18,699,655 in Street and Highway Revenue Bonds debt payment is scheduled, providing approximately 3.0 times coverage.

- Sewer Revenue Debt

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

Matching of Bond Proceeds

Over the years, the County has been very successful in matching bond proceeds with other funding sources. The \$1.52 billion in bond authorizations is expected to be leveraged with at least \$1.2 billion in other funding sources including federal and state aid, Regional Transportation Authority funds, contributions from homeowners' associations and developers, Flood Control District tax revenues, HURF revenues, roadway impact fees, and sewer connection fees, in addition to other sources.

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 \$0.815 per \$100 of assessed valuation. For fiscal year 2016/17, the secondary tax rate is \$0.7000 per \$100 of assessed valuation which is the same as fiscal year 2015/16 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 2007/08.

Table 6

Increases in Sewer User and Connection Fees

Fiscal Year	User Fees	Connection Fees
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%	*
2015/16	0.0%	*
2016/17	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.

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, Health Services, Justice & Law, 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 required 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 was suspended by the County Administrator September 2009 due to inflationary pressures and increased mandated program requirements. The emphasis on the performance aspect of the process remains an active component in budget development. 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, information technology, facilities management, fleet services, 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 and publish all proceedings of the Board of Supervisors, pursuant to Arizona Revised Statute §11-241. Preserve and file all accounts acted upon by the Board. Administer and direct activities of the Pima County Records Management Program. Serve as the official filing office for all litigation and claims against Pima County. Process, preserve and file all petitions, appeals, various licenses, and applications. Publicize and codify ordinances for inclusion in the Pima County Code. Administer and direct compliance with 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 and digital records

COMMUNICATIONS OFFICE

Provide information about County programs and activities to the County's constituents, the media, and County employees utilizing mass communications including broadcast, print, and digital channels. Provide communications strategies, graphic design, photography, printing and video services to all departments within County government. Department goals address:

- Timely and accurate media release performance
- Standardization of website appearance and functionality
- Optimizing internal graphic design and printing services

COUNTY ADMINISTRATOR

Carry out the policies and 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. 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 and manage over 5 million square feet of maintained space for Pima County government facilities through efficient and cost effective management, programs, and delivery of service to County employees and the citizens visiting the facilities. Operate and manage Pima County's 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, financial planning, rate analysis, capital improvement reporting, accounts payable and receivable, payroll processing, grants compliance and financial oversight, records maintenance, mail services, workers' compensation, position control, assessment litigation, loss control and prevention, internal audit, cash management, delinquent accounts collections, 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

GENERAL GOVERNMENT SERVICES ADMINISTRATION

Provide policy direction, administrative oversight, and support for central service departments which include the following services: finance, budget, risk management, human resources, information technology, procurement, facilities management, telecommunications, and fleet services. Department goals address:

- Provision of quality central services to County departments to help them to be more effective and efficient

HUMAN RESOURCES

Recruit and retain a highly committed, highly competent, and results-oriented workforce for Pima County through the acquisition, maintenance, development, and measurement of its human assets and by providing various employment related services and activities. Provide services including, but not limited to, recruitment and selection, employment rights, classification and compensation, benefits administration, employee wellness activities, management training, performance appraisal development and review, official personnel records management, federal, state, and local labor reporting, e-Verify and Family Medical Leave Act (FMLA) administration. Department goals address:

- Assurance of market competitiveness
- Compliance with mandated personnel policy and 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, 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. Provide centralized leasing and purchasing of computer hardware and related devices, server storage, and enterprise leasing of software for all County departments to ensure uniformity and cost savings. 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 proactive computer hardware, network, and applications software problem resolution. Coordinate all Pima County IT activities with various agencies and the general public. Department goals address:

- Process improvements and consolidation of County IT systems and applications
- Improved quality of voice/data infrastructure
- Savings through standardization and centralization

NON DEPARTMENTAL

This is a budgeted funds management mechanism, rather than an operating department. Other departments carry out its functions; therefore, it does not formulate goals or objectives.

PROCUREMENT

Procure all materials and services for County departments, except as specified by delegation pursuant to the procurement code. Administer the Pima County Small Business Enterprise Program in accordance with County Code requirements for outreach, subcontractor goals, and compliance review. Ensure compliance with the Living Wage Ordinance 2002-1 by assisting, reviewing, and monitoring of eligible Pima County contracts as outlined in the covered services section of the ordinance. Manage the contracts review approval process, central repository for all contracts, and manage the disposition of surplus personal property. Assist and educate vendors concerning bid preparation, bonds and insurance, and the conduct of business with the County. 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, recreational facilities, 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.

ATTRACTIONS & 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)

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. Oversee Community Development & Neighborhood Conservation, Community Services, Employment & Training, Economic Development & Tourism, Kino Sports Complex, Pima County Public Library, and the Stadium District. 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 and social well-being of inhabitants of Pima County by promoting coordinated and improved 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

KINO SPORTS COMPLEX

Improve the quality of life for residents of Pima County by providing a variety of cultural and recreational services through 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

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

BEHAVIORAL HEALTH

Oversee the health care services provided to the populations at the County's adult and juvenile detention centers by monitoring the performance of health care providers under contract to provide such services, ensuring the provision of quality health care and the reduction of County liability. Ensure the County's compliance with statutory obligations regarding health care and mental health care by funding 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 Banner-University 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. 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 Banner-University Medical Center South Campus operations and monitoring of services
- Minimize referrals of Restoration to Competency patients to Arizona State Hospital

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 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

WIRELESS INTEGRATED NETWORK

Manage the nation's most advanced public safety wireless integrated radio system on behalf of a 21 member consortium of Pima County local law enforcement, fire service, and public service and emergency organizations, utilizing funding from member contributions and federal and state grants. Department goals address:

- Coordination and communications with all public safety agencies and departments within Pima County
- Management and maintenance of the public safety wireless integrated radio system

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. Process and 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 mandated by Arizona Revised Statute §11-591. 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, traffic, and criminal 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

PUBLIC DEFENSE SERVICES

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. 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 and court proceedings for children in foster care and other out-of-home placements. Provide legal services for adults who have mental illnesses and are unwilling or unable to voluntarily participate in treatment. 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. 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 representation for indigent clients
- Retention of legal staff
- Quality and cost efficiency of services and delivery
- Adherence to rules and professional standards
- 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

Public Works provides for the planning, design, construction, operation, and maintenance of the infrastructure of the County, which includes regional floodwater management, roads and bridges, and regional sewer and wastewater facilities. Also, it is responsible for implementing County policies regarding land use and development, and environmental sustainability and conservation.

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 2016/2017 – 2020/2021 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. Provide green building and sustainability review and permitting services. 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

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

PROJECT MANAGEMENT OFFICE

Provide capital project management for Pima County. Department goals address:

- Quality and effectiveness of all capital projects
- Effectiveness in administration of capital projects and fiscal resources

PUBLIC WORKS ADMINISTRATION

Provide administrative services, human resources and finance management 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 fiscal resources

REAL PROPERTY

Provide real property activities for Pima County. Department goals address:

- Quality and effectiveness of all real property activities
- 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 National 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 public health, safety, and the environment by providing quality service, environmental stewardship, and renewable resources through proven wastewater, conveyance, treatment and reclamation processes. 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 2016/2017 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 2016/2017
ADOPTED

Fiscal Year	S c h	FUNDS						
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Enterprise Funds Available	Total Funds	
2016	Adopted/Adjusted Budgeted Expenditures/Expenses*	E	549,889,508	257,434,385	110,820,702	83,325,542	165,399,005	1,166,869,142
2016	Actual Expenditures/Expenses**	E	523,422,295	235,349,114	109,553,823	83,773,225	165,449,028	1,117,547,485
2017	Fund Balance/Net Position at July 1***		59,323,758	45,000,846	5,412,494	64,777,417	159,239,559	333,754,074
2017	Primary Property Tax Revenue	B	338,267,342					338,267,342
2017	Secondary Property Tax Revenue	B		63,258,168	54,284,900			117,543,068
2017	Estimated revenues Other than Property Taxes	C	211,583,511	186,163,387		31,122,589	186,508,848	615,378,335
2017	Other Financing Sources	D				35,681,000	45,000,000	80,681,000
2017	Interfund Transfers In	D	12,740,019	22,767,751	60,560,548	18,424,464	20,000,000	134,492,782
2017	Interfund Transfers Out	D	33,572,531	46,180,778	0	27,847,728	25,882,675	133,483,712
2017	Total Financial Resources Available		588,342,099	271,009,374	120,257,942	122,157,742	384,865,732	1,486,632,889
2017	Budgeted Expenditures/Expenses****	E	588,342,099	256,987,700	115,455,401	105,479,169	166,507,236	1,232,771,605

EXPENDITURE LIMITATION COMPARISON

1. Budgeted expenditures/expenses
2. Add/subtract: estimated new reconciling items
3. Budgeted expenditures/expenses adjusted for reconciling items
4. Less: estimated exclusions
5. Amount subject to the expenditure limitation
6. EEC expenditure limitation

	2016	2017
1. Budgeted expenditures/expenses	1,166,869,142	1,232,771,605
2. Add/subtract: estimated new reconciling items	(163,732,908)	(167,183,967)
3. Budgeted expenditures/expenses adjusted for reconciling items	1,003,136,234	1,065,587,638
4. Less: estimated exclusions	461,651,176	515,457,938
5. Amount subject to the expenditure limitation	541,485,058	550,129,700
6. EEC expenditure limitation	541,485,059	550,129,701

* Includes Expenditures/Expenses Adjustments Approved in the current year from Schedule E.

** Actual revenues and expenses as of February 29, 2016 plus projected revenues and expenditures/expenses for the remainder of the fiscal year.

*** Amounts on this line represent Fund Balance/Net Position amounts except for amounts not in spendable form (e.g., prepaids and inventories) or legally or contractually required to be maintained intact (e.g., principal of a permanent fund).

**** FY 2016/2017 amounts do not include the impact of the following Capital Improvement Programs: Regional Wastewater (\$46,733,324), Telecommunications (\$1,575,000), Fleet Services (\$3,291,009) and Parking Garages (\$354,882). Also excludes impact of principal payment of \$49,098,902 of Regional Wastewater Management debt service.

PIMA COUNTY
SUMMARY OF TAX LEVY AND TAX RATE INFORMATION
Fiscal Year 2016/2017

	2015/2016 FISCAL YEAR	2016/2017 FISCAL YEAR
Maximum allowable primary property tax levy per A.R.S. §42-17051 (A).	\$ 388,684,128	\$ 403,935,779
Amount received from primary property taxation in fiscal year 2015/16 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	\$ 334,358,574	\$ 335,305,153
Secondary Property Taxes		
General Fund-Override election	\$ -	\$ -
Debt Service	\$ 53,342,526	\$ 54,716,898
Flood Control District	\$ 21,685,425	\$ 23,643,348
Library District	\$ 39,267,720	\$ 40,279,454
Fire District Assistance	\$ 3,558,709	\$ 3,658,216
Total Secondary Property Taxes	\$ 117,854,380	\$ 122,297,916
Total Property Tax Levy Amounts	\$ 452,212,954	\$ 457,603,069
Property taxes collected *		
Primary Property Taxes		
2015/16 year's levy	\$ 322,221,319	
Prior years' levy	\$ 6,624,300	
Total Primary Property Taxes	\$ 328,845,619	
Secondary property taxes		
2015/16 year's levy	\$ 113,517,095	
Prior years' levy	\$ 1,641,730	
Total Secondary Property Taxes	\$ 115,158,825	
Total Property Taxes Collected	\$ 444,004,444	
Property Tax Rates		
County Tax Rate		
Primary property tax rate	\$ 4.3877	\$ 4.2896
Secondary Property Tax Rates		
General Fund-Override election	\$ -	\$ -
Debt Service	\$ 0.7000	\$ 0.7000
Flood Control District	\$ 0.3135	\$ 0.3335
Library District	\$ 0.5153	\$ 0.5153
Fire District Assistance	\$ 0.0467	\$ 0.0468
Total Secondary Property Taxes	\$ 1.5755	\$ 1.5956
Total County Tax Rate	\$ 5.9632	\$ 5.8852
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.

PIMA COUNTY
SUMMARY OF TAX LEVY AND TAX RATE INFORMATION (Continued)
Fiscal Year 2016/2017

	2015/2016 FISCAL YEAR	2016/2017 FISCAL YEAR
Special Assessment District Tax Rates		
Secondary Property Tax Rates <small>(Continued)</small>		
Street Lighting Improvement Districts		
Cardinal Est.	\$ 1.0188	\$ 0.9768
Carriage Hills Est. No. 1	\$ 0.1702	\$ 0.1633
Carriage Hills Est. No. 3	\$ 0.1385	\$ 0.1335
Desert Steppes	\$ 0.1418	\$ 0.1373
Hermosa Hills Estates	\$ 0.0813	\$ 0.0794
Lakeside #1	\$ 0.1762	\$ 0.1814
Littleton	\$ 1.4225	\$ 1.2187
Longview Est. #1	\$ 0.1916	\$ 0.1858
Longview Est. #2	\$ 0.1830	\$ 0.1768
Mañana Grande B	\$ 0.1756	\$ 0.1704
Mañana Grande C	\$ 0.2298	\$ 0.2211
Midvale Park	\$ 0.1085	\$ 0.1388
Mortimore Addition	\$ 0.5951	\$ 0.4247
Oaktree No. 1	\$ 1.5328	\$ 1.8343
Oaktree No. 2	\$ 1.7545	\$ 2.0806
Oaktree No. 3	\$ 1.7671	\$ 1.9494
Orange Grove Valley	\$ 0.2695	\$ 0.2810
Peach Valley	\$ 0.4380	\$ 0.3965
Peppertree Ranch	\$ 0.0578	\$ 0.0676
Rolling Hills	\$ 0.1412	\$ 0.1373
Salida Del Sol	\$ 1.7407	\$ 1.4837
Other Improvement District		
Hayhook Ranch Improvement District	\$ 6.6303	\$ 6.4319

PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2016/2017

SOURCE OF REVENUES	ADOPTED REVENUES 2015/2016	ESTIMATED REVENUES 2015/2016 *	ADOPTED REVENUES 2016/2017
GENERAL FUND			
PROPERTY TAX			
Real Property Taxes	321,227,219	318,694,219	323,289,441
Personal Property Taxes	9,582,011	10,151,400	8,922,746
Penalties on Delinquent Taxes	720,000	720,000	740,000
Interest on Delinquent Taxes	5,780,545	5,326,196	5,315,155
TOTAL PROPERTY TAX	337,309,775	334,891,815	338,267,342
LICENSES & PERMITS			
Business Licenses & Permits	3,075,600	3,080,765	3,205,600
TOTAL LICENSES & PERMITS	3,075,600	3,080,765	3,205,600
INTERGOVERNMENTAL			
Federal Grants & Aid	3,170,330	4,517,023	4,616,729
State Grants & Aid	1,396,396	2,024,509	1,627,505
Sales & Use Tax	108,500,000	108,500,000	112,100,000
Shared Vehicle License Tax	25,600,000	26,000,000	27,000,000
Alcoholic Beverages	65,000	65,000	44,000
Other Local Government	247,950	362,441	812,850
Transient Lodging Tax	5,594,400	5,387,760	5,387,760
TOTAL INTERGOVERNMENTAL	144,574,076	146,856,733	151,588,844
CHARGES FOR SERVICES			
Interdepartmental Charges	0	0	232,500
Health Fees	1,785,000	1,585,000	1,786,700
Court Fees	5,859,989	5,749,475	5,979,432
General Government	2,272,235	2,375,479	2,280,181
Correctional Housing	7,970,000	7,690,000	7,970,000
Recorder Fees	2,482,910	2,482,910	1,989,250
Sheriff Dept Fees	1,208,000	1,108,000	1,208,000
Culture & Recreation Fees	839,750	940,313	849,507
Contributions/Pub Enterprs	22,774,446	22,774,446	24,190,737
TOTAL CHARGES FOR SERVICES	45,192,330	44,705,623	46,486,307
FINES AND FORFEITS			
Justice CTS-Fines & Forfeits	3,133,031	2,727,964	3,027,551
Superior CTS-Fines & Forfeits	222,000	222,000	275,000
Other Fines & Forfeits	906,805	775,875	510,000
TOTAL FINES AND FORFEITS	4,261,836	3,725,839	3,812,551
INVESTMENT EARNINGS			
Investment Earnings	195,700	198,850	220,518
TOTAL INVESTMENT EARNINGS	195,700	198,850	220,518
MISCELLANEOUS			
Rents and Royalties	3,650,371	3,874,561	3,598,024
Other Misc. Revenues	2,493,389	2,689,649	2,671,667
TOTAL MISCELLANEOUS	6,143,760	6,564,210	6,269,691
TOTAL GENERAL FUND REVENUE	540,753,077	540,023,835	549,850,853

PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2016/2017

SOURCE OF REVENUES	ADOPTED REVENUES 2015/2016	ESTIMATED REVENUES 2015/2016 *	ADOPTED REVENUES 2016/2017
SPECIAL REVENUE FUNDS			
COUNTY FREE LIBRARY			
Property Taxes	38,728,388	38,539,117	39,877,071
Intergovernmental	640,000	85,000	313,900
Fines & Forfeits	600,000	500,000	600,000
Charges for Services	520,000	267,756	900,000
Investment Earnings	25,000	35,000	25,000
Miscellaneous	555,000	515,000	450,000
TOTAL COUNTY FREE LIBRARY	41,068,388	39,941,873	42,165,971
EMPLOYMENT AND TRAINING			
Intergovernmental	16,767,364	16,465,168	14,545,188
Investment Earnings	629	932	1,500
Miscellaneous	734,778	737,178	1,448,289
TOTAL EMPLOYMENT AND TRAINING	17,502,771	17,203,278	15,994,977
ENVIRONMENTAL QUALITY			
Licenses and Permits	2,365,700	2,258,552	2,148,110
Intergovernmental	1,980,029	1,822,252	1,919,446
Charges for Services	0	500	0
Investment Earnings	23,000	22,390	21,370
Miscellaneous	8,090	35,740	30,160
TOTAL ENVIRONMENTAL QUALITY	4,376,819	4,139,434	4,119,086
HEALTH			
Licenses and Permits	2,280,000	2,030,000	2,280,000
Intergovernmental	13,998,069	13,948,835	13,696,158
Charges for Services	3,036,780	2,806,493	3,042,109
Fines and Forfeits	83,866	95,746	86,470
Investment Earnings	0	11,057	2,000
Miscellaneous	749,464	2,407,346	1,420,225
TOTAL HEALTH	20,148,179	21,299,477	20,526,962
REGIONAL FLOOD CONTROL DISTRICT			
Property Taxes	21,426,065	21,298,465	23,381,097
Licenses and Permits	1,100	1,100	1,100
Intergovernmental	310,500	45,000	239,970
Charges for Services	1,070,000	170,000	1,070,000
Investment Earnings	25,045	25,045	19,767
Miscellaneous	55,345	84,484	58,845
TOTAL REGIONAL FLOOD CONTROL DISTRICT	22,888,055	21,624,094	24,770,779
STADIUM DISTRICT			
Intergovernmental	1,563,000	1,563,000	1,620,000
Charges for Services	931,162	904,486	803,275
Investment Earnings	10,000	5,000	5,000
Miscellaneous	0	3,292	0
TOTAL STADIUM DISTRICT	2,504,162	2,475,778	2,428,275

**PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2016/2017**

SOURCE OF REVENUES	ADOPTED REVENUES 2015/2016	ESTIMATED REVENUES 2015/2016 *	ADOPTED REVENUES 2016/2017
TRANSPORTATION			
Licenses and Permits	1,121,000	1,136,262	1,152,500
Intergovernmental	53,180,043	54,185,477	58,639,114
Charges for Services	242,650	192,607	244,850
Investment Earnings	80,000	28,499	25,000
Miscellaneous	258,591	482,649	286,432
TOTAL TRANSPORTATION	54,882,284	56,025,494	60,347,896
OTHER SPECIAL REVENUE FUNDS & GRANTS			
Intergovernmental	72,011,973	65,449,092	56,885,564
Charges for Services	10,905,974	9,981,268	10,440,302
Fines and Forfeits	3,366,000	3,364,000	3,105,000
Investment Earnings	166,961	184,611	134,552
Miscellaneous	7,815,868	7,098,150	8,502,191
TOTAL OTHER SPECIAL REVENUE FUNDS & GRANTS	94,266,776	86,077,121	79,067,609
TOTAL SPECIAL REVENUE FUNDS	257,637,434	248,786,549	249,421,555
DEBT SERVICE			
Property Taxes	52,855,727	51,825,272	54,189,900
Investment Earnings	0	61,065	95,000
Miscellaneous	0	43,289	0
TOTAL DEBT SERVICE	52,855,727	51,929,626	54,284,900
CAPITAL PROJECTS			
Intergovernmental	17,962,394	29,357,948	27,435,634
Charges for Services	3,940,800	2,706,300	3,186,670
Investment Earnings	281,316	389,466	283,076
Miscellaneous	200,000	1,652,344	217,209
TOTAL CAPITAL PROJECTS	22,384,510	34,106,058	31,122,589
ENTERPRISE FUNDS			
DEVELOPMENT SERVICES			
Licenses and Permits	6,169,560	5,895,894	6,890,071
Charges for Services	798,344	693,554	678,232
Investment Earnings	15,000	12,577	15,000
Miscellaneous	4,674	55,042	5,000
TOTAL DEVELOPMENT SERVICES	6,987,578	6,657,067	7,588,303
PARKING GARAGES			
Charges for Services	1,139,818	1,001,036	1,090,730
Investment Earnings	12,132	15,641	12,132
Miscellaneous	1,879,699	1,185,831	1,260,136
TOTAL PARKING GARAGES	3,031,649	2,202,508	2,362,998

**PIMA COUNTY
SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEAR 2016/2017**

SOURCE OF REVENUES	ADOPTED REVENUES 2015/2016	ESTIMATED REVENUES 2015/2016 *	ADOPTED REVENUES 2016/2017
REGIONAL WASTEWATER RECL.			
Licenses and Permits	20,000	20,000	20,000
Charges for Services	182,379,039	168,046,639	170,196,693
Fines and Forfeits	5,000	5,000	5,000
Investment Earnings	781,000	925,347	781,000
Miscellaneous	140,250	614,821	554,854
Capital Contributions	5,000,000	5,000,000	5,000,000
TOTAL REGIONAL WASTEWATER RECL.	188,325,289	174,611,807	176,557,547
TOTAL ENTERPRISE FUNDS	198,344,516	183,471,382	186,508,848
GRAND TOTAL ALL FUNDS	1,071,975,264	1,058,317,450	1,071,188,745

*These amounts include actual revenues recognized on the modified accrual or accrual basis as of February 29, 2016 plus projected revenues for the remainder of the fiscal year.

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2016/2017

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2016/17	INTERFUND TRANSFERS 2016/17	
		IN	OUT
<u>General Fund</u>			
Attractions & Tourism			1,136,707
County Attorney Grants - County Match			128,786
Community Development - Grants			46,832
Community Services - Grants			120
Debt Service - COPs 2007			2,910,150
Debt Service - COPs Jail Facility			2,856,000
Debt Service - COPs 2010			1,676,752
Debt Service - COPs 2013			417,625
Debt Service - COPs 2014			4,367,616
Debt Service - COPs 2016			1,351,617
Development Services - Loan Repayment		500,000	
Environmental Quality - Air Quality			434,955
Environmental Quality - Wildcat Dump Enforcement			245,515
Facilities Renewal Fund - IT Remodel			375,887
Facilities Renewal Fund - Rental O&M		1,487,235	
Capital Projects - Soccer Fields		6,103,719	
Finance Grants - Interest Expense Reimbursements			25,000
Health - General Fund Support			10,083,684
Health - General Fund Support - Pima Animal Care			2,373,683
Improvement Districts Formation Fund			20,000
Juvenile Court - Grants			27,217
Office of Emergency Management Grants - County Match			539,530
Parks Grants - County Match			17,500
Parks Special Programs - Painted Hills		1,061,029	
Print Shop - General Fund		221,339	
Regional Flood Control District - Tucson Clean & Beautiful		20,000	
Regional Wastewater Reclamation - Tucson Clean and Beautiful		20,000	
Regional Wastewater Reclamation - Summer Youth Funding		130,000	
Regional Wastewater Reclamation - Reclaimed Water		35,185	
Regional Wastewater Reclamation - Tres Rios Loop Maint.		25,000	
Stadium District - Ball Fields Maintenance			1,058,002
Stadium District - Debt Service		2,856,000	
Stadium District - General Fund Support			1,177,931
Stadium District - Hotel Tax Proceeds			2,180,760
Sheriff Inmate Welfare Fund - Inmate Health		120,000	
Sheriff State RICO Fund - Taser Loan		160,512	
Transportation - Graffiti Abatement			120,662
Total General Fund	<u><u>0</u></u>	<u><u>12,740,019</u></u>	<u><u>33,572,531</u></u>
<u>Special Revenue Funds</u>			
Attractions & Tourism			
General Fund Support		1,136,707	
Total Attractions & Tourism		<u>1,136,707</u>	<u>0</u>
Community Development Grants		479,986	
Community Development Grants - NSP2			433,154
Community Services Grants		120	
County Attorney Grants - County Match		128,786	

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2016/2017

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS	
	2016/17	IN	OUT
County Free Library			
Capital Projects - Flowing Wells			1,200,000
Capital Projects - IT			750,000
Capital Projects - SE Library			500,000
Debt Service - COPs 2010			98,916
Total County Free Library		0	2,548,916
Finance Grants - Interest Expense Reimbursement		25,000	
Environmental Quality			
General Fund - Wildcat Dump Enforcement		245,515	
General Fund - Air Quality		434,955	
Total Environmental Quality		680,470	0
Facilities Renewal Fund			
IT Remodel		375,887	
General Fund Rent O&M			1,487,235
Capital Projects			1,000,000
Total Facilities Renewal Fund		375,887	2,487,235
Health			
Health Grants - County Match			1,867,963
Debt Service - COPs 2010			57,672
Debt Service - COPs 2010 - PACC			19,527
General Fund Subsidy - Pima Animal Care		2,373,683	
General Fund Subsidy - Health		10,083,684	
Total Health		12,457,367	1,945,162
Health Grants - Health Grant Match		1,867,963	
Improvement Districts Formation Fund - Gen Fund		20,000	
Juvenile Court Grants - General Fund		27,217	
Parks and Recreation Grants - Capital Projects		17,500	
Office of Emergency Management Grants - County Match fr GF		539,530	
Parks Special Programs			
General Fund - Painted Hills			1,061,029
Regional Flood Control - Native Plants Nursery		10,000	
Regional Wastewater Reclamation - Native Plants Nursery		25,000	
Transportation - Native Plant Nursery		25,000	
Regional Wastewater Reclamation - Reclaimed Water		140,740	
Total Parks Special Programs		200,740	1,061,029

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2016/2017

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS	
	2016/17	IN	OUT
Regional Flood Control			
Capital Projects			6,863,964
Debt Service - COPs 2010			77,568
General Fund - Tucson Clean & Beautiful			20,000
Parks-Spec Progs - Native Plants Nursery			10,000
Regional Flood Control Grants - County Match			22,501
Regional Wastewater Reclamation - Reclaimed Water		10,775	
Stadium District KERP			<u>189,602</u>
Total Regional Flood Control		<u>10,775</u>	<u>7,183,635</u>
Regional Flood Control Grants			
Regional Flood Control - County Match		22,501	
Sheriff Inmate Welfare Fund			
General Fund			120,000
Capital Projects Fund			<u>225,000</u>
Total Sheriff Inmate Welfare Fund		<u>0</u>	<u>345,000</u>
Sheriff State RICO Fund - General Fund - Taser Loan			160,512
Transportation			
Capital Projects			5,250,000
Transportation Grants - County Match			13,809
Debt Service - COPs 2010			241,190
Debt Service - Transportation Bonds			18,983,109
Parks-Spec Progs - Native Plants Nursery			25,000
Regional Wastewater Reclamation - Reclaimed Water		1,137	
General Fund - Graffiti		<u>120,662</u>	
Total Transportation		<u>121,799</u>	<u>24,513,108</u>
Transportation Grants			
Transportation Grants - Capital Projects			2,635,500
Transportation - County Match		<u>13,809</u>	
Total Transportation Grants		<u>13,809</u>	<u>2,635,500</u>
Stadium District			
Debt Service - COPs 2010			11,527
General Fund - Ball Fields Maintenance		1,058,002	
General Fund - Debt Service			2,856,000
General Fund - Hotel Tax Proceeds		2,180,760	
General Fund - General Fund Support		1,177,931	
Regional Wastewater Reclamation - Reclaimed Water		35,299	
Regional Flood Control - KERP		<u>189,602</u>	
Total Stadium District		<u>4,641,594</u>	<u>2,867,527</u>
Total Special Revenue Funds	<u><u>0</u></u>	<u><u>22,767,751</u></u>	<u><u>46,180,778</u></u>

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2016/2017

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES	INTERFUND TRANSFERS	
	2016/17	IN	OUT
<u>Capital Projects</u>			
Bond Proceeds - General Obligation	25,681,000		
Bond Proceeds - Transportation Bonds	10,000,000		
Community Development Grants			
County Free Library - Flowing Wells		1,200,000	
County Free Library - IT		750,000	
Capital Projects - Houghton Fuel Station			
Capital Projects - SE Library		500,000	
Facilities Renewal Fund		1,000,000	
Fleet Services - Mission Road Fuel Island			1,744,009
General Fund - Soccer Fields			6,103,719
Regional Flood Control - Capital Projects		6,863,964	
Regional Wastewater Recl - Permits Plus System			
Regional Wastewater Recl - Proceeds COPs 2016			20,000,000
Sheriff Inmate Welfare Fund - Adult Detention Center		225,000	
Transportation Grants - Intergovernmental Revs		2,635,500	
Transportation		5,250,000	
Total Capital Projects	<u>35,681,000</u>	<u>18,424,464</u>	<u>27,847,728</u>
<u>Debt Service</u>			
General Fund - COPs 2007		2,910,150	
County Free Library - COPs 2010		98,916	
Development Services - COPs 2010		15,955	
Fleet Services - COPs 2010		41,452	
General Fund - COPs 2010		1,676,752	
Health - COPs 2010		57,672	
Health - PACC COPs 2010		19,527	
Parking Garages - COPs 2010		7,266	
Regional Flood Control - COPs 2010		77,568	
Regional Wastewater - COPs 2010		443,284	
Risk Management - COPs 2010		26,568	
Stadium District - COPs 2010		11,527	
Telecommunications - COPs 2010		16,720	
Transportation - COPs 2010		241,190	
Fleet Services - COPs 2013		2,447,000	
General Fund - COPs 2013		417,625	
General Fund - COPs 2014		4,367,616	
Parking Garages - COPs 2014		634,184	
Regional Wastewater - COPs 2015		16,505,050	
Regional Wastewater - COPs 2016		7,353,800	
General Fund - COPs 2016		1,351,617	
General Fund - COPs Jail Facility		2,856,000	
Transportation - Transportation Bonds		18,983,109	
Total Debt Service	<u>0</u>	<u>60,560,548</u>	<u>0</u>

PIMA COUNTY
SUMMARY OF OTHER FINANCING SOURCES AND INTERFUND TRANSFERS
FISCAL YEAR 2016/2017

FUND/DEPARTMENT	PROCEEDS FROM OTHER FINANCING SOURCES 2016/17	INTERFUND TRANSFERS 2016/17	
		IN	OUT
<u>Enterprise Funds</u>			
Development Services			
Debt Service - COPs 2010			15,955
General Fund - Loan Repayment			500,000
Total Development Services		0	515,955
Parking Garages			
Debt Service - COPs 2010			7,266
Debt Service - COPs 2014			634,184
Total Parking Garages		0	641,450
Regional Wastewater Reclamation			
Capital Projects Proceeds of COPs 2016		20,000,000	
Sewer Obligation Bonds	45,000,000		
Parks Special Programs - Native Plants Nursery			25,000
General Fund - Tucson Clean & Beautiful			20,000
General Fund - Tres Rios Loop Maintenance			25,000
General Fund - Reclaimed Water			35,185
General Fund - Summer Youth Funding			130,000
Parks Special Programs - Reclaimed Water			140,740
Regional Flood Control - Reclaimed Water			10,775
Stadium District - Reclaimed Water			35,299
Transportation - Reclaimed Water			1,137
Debt Service - COPs 2015			16,505,050
Debt Service - COPs 2016			7,353,800
Debt Service - COPs 2010			443,284
Total Regional Wastewater Reclamation	45,000,000	20,000,000	24,725,270
Total Enterprise Funds	45,000,000	20,000,000	25,882,675
Grand Total	80,681,000	134,492,782	133,483,712
THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY			
Internal Service Funds			
Fleet Services			
Capital Projects - Mission Road Fuel Island		1,744,009	
COPs 2013			2,447,000
COPs 2010 Debt Service			41,452
Total Fleet Services		1,744,009	2,488,452
Health Benefits Trust - Loan Repayment Risk Management			3,300,000
Print Shop - General Fund			221,339
Risk Management			
Health Benefits Trust - Loan Repayment		3,300,000	
COPs 2010 Debt Service			26,568
Total Risk Management		3,300,000	26,568
Telecommunications - COPs 2010 Debt Service			16,720
Total Internal Service Funds	0	5,044,009	6,053,079

PIMA COUNTY
SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEAR 2016/2017

FUND/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2015/2016	EXPENSE ADJUSTMENTS APPROVED 2015/2016	ESTIMATED EXPENDITURES/ EXPENSES 2015/2016*	ADOPTED EXPENDITURES/ EXPENSES 2016/2017**
GENERAL FUND				
GENERAL GOVERNMENT SERVICES				
ASSESSOR	8,492,999	0	8,492,999	8,651,426
BOARD OF SUPERVISORS	2,019,596	0	2,019,596	2,185,295
GENERAL GOVERNMENT SERVICES	65,185,226	0	64,474,649	68,933,521
COUNTY ADMINISTRATOR	1,525,985	0	1,525,985	1,934,592
NON DEPARTMENTAL	115,897,125	0	92,688,090	139,017,182
RECORDER	3,913,112	0	4,843,428	4,339,436
TREASURER	2,543,198	0	2,543,198	2,575,218
TOTAL GENERAL GOVERNMENT SERVICES	199,577,241	0	176,587,945	227,636,670
COMMUNITY RESOURCES				
COMMUNITY & ECONOMIC DEVELOPMENT	29,776,112	0	29,141,249	30,407,946
SCHOOL SUPERINTENDENT	1,654,766	0	1,407,935	1,666,270
TOTAL COMMUNITY RESOURCES	31,430,878	0	30,549,184	32,074,216
HEALTH SERVICES				
ENVIRONMENTAL QUALITY	1,430,861	0	1,430,861	1,435,111
OFC. Of EMERGENCY MGMT/HOMELAND SECURITY	413,736	0	353,126	400,303
BEHAVIORAL HEALTH	38,251,399	0	35,728,642	40,777,750
TOTAL HEALTH SERVICES	40,095,996	0	37,512,629	42,613,164
JUSTICE & LAW				
CLERK OF SUPERIOR COURT	10,211,229	0	10,211,229	10,780,120
CONSTABLES	1,199,265	0	1,271,744	1,256,064
COUNTY ATTORNEY	22,453,190	0	22,453,754	23,322,376
JUSTICE & LAW	35,780,618	0	36,008,014	36,389,370
JUSTICE COURTS	8,129,112	0	8,027,948	8,328,213
JUVENILE COURT CENTER	22,604,846	0	22,604,846	23,238,576
SHERIFF	143,115,653	0	143,476,252	146,426,294
SUPERIOR COURT	29,247,134	0	29,381,134	30,013,890
SUPERIOR CT MANDATED SVCS	1,787,054	0	1,687,054	1,789,687
TOTAL JUSTICE & LAW	274,528,101	0	275,121,975	281,544,590
PUBLIC WORKS				
PROJECT MANAGEMENT OFFICE	201,975	0	201,975	241,670
PUBLIC WORKS ADMINISTRATION	1,227,840	0	1,164,315	1,350,001
REAL PROPERTY SERVICES	1,428,321	0	954,932	1,332,272
OFFICE OF SUSTAINABILITY & CONSERVATION	1,399,156	0	1,329,340	1,549,516
TOTAL PUBLIC WORKS	4,257,292	0	3,650,562	4,473,459
TOTAL GENERAL FUND	549,889,508	0	523,422,295	588,342,099
SPECIAL REVENUE FUNDS				
GENERAL GOVERNMENT SERVICES				
COUNTY ADMINISTRATOR GRANT FUND	0	0	100,078	1,427,899
ELECTIONS GRANTS	35,500	0	0	0
FACILITIES RENEWAL FUND	509,600	0	509,600	895,887
FINANCE GRANTS MANAGEMENT	5,985,000	0	4,712,650	6,025,000
IMPROVEMENT DISTRICT FORMATION	24,500	0	19,000	22,044
RECORDER-DOC STOR & RETRIEVAL	995,352	0	995,352	1,170,635
RECORDER GRANTS	37,500	0	38,055	0
TAXPAYER INFO FUND	283,335	0	283,335	354,000
TOTAL GENERAL GOVERNMENT SERVICES	7,870,787	0	6,658,070	9,895,465

PIMA COUNTY
SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEAR 2016/2017

FUND/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2015/2016	EXPENSE ADJUSTMENTS APPROVED 2015/2016	ESTIMATED EXPENDITURES/ EXPENSES 2015/2016*	ADOPTED EXPENDITURES/ EXPENSES 2016/2017**
COMMUNITY RESOURCES				
ATTRACTIONS & TOURISM	1,990,262	0	2,024,219	2,273,432
COMMUNITY DEVELOPMENT GRANTS	6,038,090	0	5,071,340	6,015,960
COUNTY FREE LIBRARY	41,314,024	0	41,075,522	41,931,726
COUNTY FREE LIBRARY GRANTS	570,000	0	154,639	234,800
EMPLOYMENT & TRAINING	16,672,672	0	13,839,311	15,418,233
PARKS & RECREATION GRANTS	381,600	0	375,500	377,000
PARKS SPECIAL PROGRAMS	1,021,025	0	1,021,418	3,900,904
PIMA VOCATIONAL HIGH SCHOOL	1,186,385	0	985,411	1,155,896
SCHOOL RESERVE FUND	1,836,000	0	1,836,000	1,884,000
STADIUM DISTRICT	5,209,619	0	5,404,619	5,398,439
TOTAL COMMUNITY RESOURCES	76,219,677	0	71,787,979	78,590,390
HEALTH SERVICES				
OFC. Of EMERGENCY MGMT/HOMELAND SECURITY GRANTS	2,739,577	0	2,601,460	2,296,079
OFC. Of EMERGENCY MGMT/HOMELAND SEC SPECIAL PROG	3,060,376	0	1,996,354	0
ENVIRONMENTAL QUALITY FUND	3,153,148	0	2,902,569	3,359,957
ENVIRONMENTAL QUALITY GRANTS	863,287	0	968,644	819,446
BEHAVIORAL HEALTH GRANTS	906,874	0	0	784,314
HEALTH	14,548,429	0	14,423,429	15,471,321
HEALTH GRANTS	11,440,820	0	10,315,870	12,018,616
PIMA ANIMAL CARE CENTER	8,801,390	0	8,926,389	9,175,594
TIRE FUND	1,308,000	0	1,308,000	1,308,000
WIRELESS INTEGRATED NETWORK	0	0	727,614	3,114,971
TOTAL HEALTH SERVICES	46,821,901	0	44,170,329	48,348,298
JUSTICE & LAW				
CLERK OF THE COURT SPECIAL PROGRAMS	1,523,575	0	1,424,247	1,568,344
COUNTY ATTORNEY GRANTS	3,995,864	0	3,837,957	5,039,157
COUNTY ATTORNEY SPECIAL PROGRAMS	13,703,528	0	7,487,078	12,718,714
FORENSIC SCIENCE CENTER SPECIAL PROGRAMS	30,125	0	30,125	29,500
JUSTICE COURT SPECIAL PROGRAMS	1,980,533	0	1,627,124	1,763,060
JUVENILE COURT GRANTS	785,750	0	709,481	976,291
JUVENILE COURT SPECIAL PROGRAMS	9,082,997	0	7,443,073	8,984,809
PUBLIC DEFENSE SERVICES SPECIAL PROGRAMS	788,006	0	664,812	748,816
SHERIFF GRANTS	8,637,821	0	6,000,000	5,888,204
SHERIFF SPECIAL PROGRAMS	5,277,066	0	4,877,066	5,452,817
SUPERIOR COURT GRANTS	1,220,839	0	950,247	1,222,008
SUP. COURT SPECIAL PROGRAMS	17,297,213	0	16,755,496	15,473,739
TOTAL JUSTICE & LAW	64,323,317	0	51,806,706	59,865,459
PUBLIC WORKS				
OFFICE OF SUSTAINABILITY GRANTS	5,000	0	5,447	0
REGIONAL FLOOD CONTROL DISTRICT	16,153,842	0	16,075,842	16,472,029
REGIONAL FLOOD CONTROL DISTRICT GRANTS	368,370	0	368,668	212,501
REGIONAL FLOOD CONTROL SPECIAL PROGRAMS	967,900	0	100,000	967,900
TRANSPORTATION GRANTS	5,002,975	0	4,680,068	1,242,273
TRANSPORTATION	39,700,616	0	39,696,005	41,393,385
TOTAL PUBLIC WORKS	62,198,703	0	60,926,030	60,288,088
TOTAL SPECIAL REVENUE FUNDS	257,434,385	0	235,349,114	256,987,700
DEBT SERVICE FUND	110,820,702	0	109,553,823	115,455,401

PIMA COUNTY
SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEAR 2016/2017

FUND/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2015/2016	EXPENSE ADJUSTMENTS APPROVED 2015/2016	ESTIMATED EXPENDITURES/ EXPENSES 2015/2016*	ADOPTED EXPENDITURES/ EXPENSES 2016/2017**
CAPITAL PROJECTS FUND	83,325,542	0	83,773,225	105,479,169
ENTERPRISE FUNDS				
GENERAL GOVERNMENT SERVICES				
PARKING GARAGES	3,130,286	0	2,777,286	3,201,416
TOTAL GENERAL GOVERNMENT SERVICES	3,130,286	0	2,777,286	3,201,416
PUBLIC WORKS				
DEVELOPMENT SERVICES	6,915,277	0	6,915,203	6,934,222
REGIONAL WASTEWATER RECLAMATION FUND	155,353,442	0	155,756,539	156,371,598
TOTAL PUBLIC WORKS	162,268,719	0	162,671,742	163,305,820
TOTAL ENTERPRISE FUNDS	165,399,005	0	165,449,028	166,507,236
GRAND TOTAL ALL FUNDS	1,166,869,142	0	1,117,547,485	1,232,771,605

* These amounts include actual expenditures/expenses recognized on the modified accrual or accrual basis as of February 29, 2016 plus projected expenditures/expenses for the remainder of the fiscal year.

** FY 2016/2017 amounts do not include the impact of the following Capital Improvement Programs: Regional Wastewater (\$46,733,324), Telecommunications (\$1,575,000), Fleet Services (\$3,291,009) and Parking Garages (\$354,882). Also excludes impact of principal payment of \$49,098,902 of Regional Wastewater Management debt service.

PIMA COUNTY
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES
FISCAL YEAR 2016/2017

FUNCTIONAL AREA/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2015/2016	EXPENSE ADJUSTMENTS APPROVED 2015/2016	ESTIMATED EXPENDITURES/ EXPENSES 2015/2016*	ADOPTED EXPENDITURES/ EXPENSES 2016/2017**
GENERAL GOVERNMENT SERVICES				
ASSESSOR GENERAL FUND	8,492,999	0	8,492,999	8,651,426
BOARD OF SUPERVISORS GENERAL FUND	2,019,596	0	2,019,596	2,185,295
GENERAL GOVERNMENT SERVICES				
GENERAL GOVERNMENT SVCS GENERAL FUND	65,185,226	0	64,474,649	68,933,521
COUNTY ADMINISTRATOR GENERAL FUND	1,525,985	0	1,525,985	1,934,592
COUNTY ADMINISTRATOR GRANT FUND	0	0	100,078	1,427,899
DEBT SERVICE FUND	110,820,702	0	109,553,823	115,455,401
ELECTIONS GRANTS	35,500	0	0	0
FACILITIES RENEWAL FUND	509,600	0	509,600	895,887
FINANCE GRANTS MANAGEMENT	5,985,000	0	4,712,650	6,025,000
IMPROVEMENT DISTRICTS FORMATION FUND	24,500	0	19,000	22,044
NON DEPARTMENTAL GENERAL FUND	115,897,125	0	92,688,090	139,017,182
PARKING GARAGES FUND	3,130,286	0	2,777,286	3,201,416
TOTAL GENERAL GOVERNMENT SERVICES	303,113,924	0	276,361,161	336,912,942
RECORDER				
RECORDER GENERAL FUND	3,913,112	0	4,843,428	4,339,436
RECORDER GRANTS	37,500	0	38,055	0
REC/DOC STOR & RETRIEVAL	995,352	0	995,352	1,170,635
TOTAL RECORDER	4,945,964	0	5,876,835	5,510,071
TREASURER				
TAXPAYER INFORMATION FUND	283,335	0	283,335	354,000
TREASURER GENERAL FUND	2,543,198	0	2,543,198	2,575,218
TOTAL TREASURER	2,826,533	0	2,826,533	2,929,218
TOTAL GENERAL GOVERNMENT SERVICES	321,399,016	0	295,577,124	356,188,952
COMMUNITY RESOURCES				
ATTRACTIONS & TOURISM	1,990,262	0	2,024,219	2,273,432
COMMUNITY RESOURCES				
COMMUNITY RESOURCES GENERAL FUND	29,776,112	0	29,141,249	30,407,946
COMMUNITY DEVELOPMENT GRANTS	6,038,090	0	5,071,340	6,015,960
EMPLOYMENT & TRAINING	16,672,672	0	13,839,311	15,418,233
PIMA VOCATIONAL HIGH SCHOOL	1,186,385	0	985,411	1,155,896
TOTAL COMMUNITY RESOURCES	53,673,259	0	49,037,311	52,998,035
COUNTY FREE LIBRARY				
COUNTY FREE LIBRARY	41,314,024	0	41,075,522	41,931,726
COUNTY FREE LIBRARY GRANTS	570,000	0	154,639	234,800
TOTAL COUNTY FREE LIBRARY	41,884,024	0	41,230,161	42,166,526
NATURAL RESOURCES, PARKS & RECREATION				
PARKS & RECREATION GRANTS	381,600	0	375,500	377,000
PARKS SPECIAL PROGRAMS	1,021,025	0	1,021,418	3,900,904
TOTAL NATURAL RESOURCES, PARKS & RECREATION	1,402,625	0	1,396,918	4,277,904
SCHOOL SUPERINTENDENT				
SCHOOLS GENERAL FUND	1,654,766	0	1,407,935	1,666,270
SCHOOL RESERVE FUND	1,836,000	0	1,836,000	1,884,000
TOTAL SCHOOL SUPERINTENDENT	3,490,766	0	3,243,935	3,550,270
STADIUM DISTRICT	5,209,619	0	5,404,619	5,398,439
TOTAL COMMUNITY RESOURCES	107,650,555	0	102,337,163	110,664,606

PIMA COUNTY
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES
FISCAL YEAR 2016/2017

FUNCTIONAL AREA/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2015/2016	EXPENSE ADJUSTMENTS APPROVED 2015/2016	ESTIMATED EXPENDITURES/ EXPENSES 2015/2016*	ADOPTED EXPENDITURES/ EXPENSES 2016/2017**
HEALTH SERVICES				
OFC. Of EMERGENCY MGMT/HOMELAND SECURITY				
OFC. Of EMERGENCY MGMT/HOMELAND SECURITY GENERAL FUND	413,736	0	353,126	400,303
OFC. Of EMERGENCY MGMT/HOMELAND SECURITY GRANTS	2,739,577	0	2,601,460	2,296,079
OFC. Of EMERGENCY MGMT/HOMELAND SEC SPEC PRGS	3,060,376	0	1,996,354	0
TOTAL OFC. Of EMERGENCY MGMT/HOMELAND SECURITY	6,213,689	0	4,950,940	2,696,382
ENVIRONMENTAL QUALITY				
ENVIRONMENTAL QUALITY GENERAL FUND	1,430,861	0	1,430,861	1,435,111
ENVIRONMENTAL QUALITY FUND	3,153,148	0	2,902,569	3,359,957
ENVIRONMENTAL QUALITY GRANTS	863,287	0	968,644	819,446
TIRE FUND	1,308,000	0	1,308,000	1,308,000
TOTAL ENVIRONMENTAL QUALITY	6,755,296	0	6,610,074	6,922,514
BEHAVIORAL HEALTH				
BEHAVIORAL HEALTH GENERAL FUND	38,251,399	0	35,728,642	40,777,750
BEHAVIORAL HEALTH GRANTS	906,874	0	0	784,314
TOTAL BEHAVIORAL HEALTH	39,158,273	0	35,728,642	41,562,064
HEALTH SERVICES				
HEALTH SERVICES	14,548,429	0	14,423,429	15,471,321
HEALTH GRANTS	11,440,820	0	10,315,870	12,018,616
PIMA ANIMAL CARE CENTER	8,801,390	0	8,926,389	9,175,594
TOTAL HEALTH SERVICES	34,790,639	0	33,665,688	36,665,531
WIRELESS INTEGRATED NETWORK	0	0	727,614	3,114,971
TOTAL HEALTH SERVICES	86,917,897	0	81,682,958	90,961,462
JUSTICE & LAW				
CLERK OF SUPERIOR COURT				
CLERK OF SUPERIOR COURT GENERAL FUND	10,211,229	0	10,211,229	10,780,120
CLERK OF THE COURT SPECIAL PROGRAMS	1,523,575	0	1,424,247	1,568,344
TOTAL CLERK OF SUPERIOR COURT	11,734,804	0	11,635,476	12,348,464
CONSTABLES GENERAL FUND	1,199,265	0	1,271,744	1,256,064
COUNTY ATTORNEY				
COUNTY ATTORNEY GENERAL FUND	22,453,190	0	22,453,754	23,322,376
COUNTY ATTORNEY GRANTS	3,995,864	0	3,837,957	5,039,157
COUNTY ATTORNEY SPECIAL PROGRAMS	0	0	0	0
TOTAL COUNTY ATTORNEY	26,449,054	0	26,291,711	28,361,533
JUSTICE & LAW ENFORCEMENT				
JUSTICE & LAW GENERAL FUND	35,780,618	0	36,008,014	36,389,370
FORENSIC SCIENCE CENTER SPEC PROGRAMS	30,125	0	30,125	29,500
PUBLIC DEFENSE SERVICES SPECIAL PROGRAMS	788,006	0	664,812	748,816
TOTAL JUSTICE & LAW ENFORCEMENT	36,598,749	0	36,702,951	37,167,686
JUSTICE COURTS				
JUSTICE COURTS GENERAL FUND	8,129,112	0	8,027,948	8,328,213
JUSTICE COURT SPECIAL PROGRAMS	1,980,533	0	1,627,124	1,763,060
TOTAL JUSTICE COURTS	10,109,645	0	9,655,072	10,091,273
JUVENILE COURT CENTER				
JUVENILE COURT CENTER GENERAL FUND	22,604,846	0	22,604,846	23,238,576
JUVENILE COURT GRANTS	785,750	0	709,481	976,291
JUVENILE COURT SPECIAL PROGRAMS	9,082,997	0	7,443,073	8,984,809
TOTAL JUVENILE COURT CENTER	32,473,593	0	30,757,400	33,199,676

PIMA COUNTY
SUMMARY BY FUNCTIONAL AREA AND DEPARTMENT OF EXPENDITURES/EXPENSES
FISCAL YEAR 2016/2017

FUNCTIONAL AREA/DEPARTMENT	ADOPTED EXPENDITURE/ EXPENSES 2015/2016	EXPENSE ADJUSTMENTS APPROVED 2015/2016	ESTIMATED EXPENDITURES/ EXPENSES 2015/2016*	ADOPTED EXPENDITURES/ EXPENSES 2016/2017**
SHERIFF				
SHERIFF GENERAL FUND	143,115,653	0	143,476,252	146,426,294
SHERIFF GRANTS	8,637,821	0	6,000,000	5,888,204
SHERIFF SPECIAL PROGRAMS	5,277,066	0	4,877,066	5,452,817
TOTAL SHERIFF	157,030,540	0	154,353,318	157,767,315
SUPERIOR COURT				
SUPERIOR COURT GENERAL FUND	29,247,134	0	29,381,134	30,013,890
SUPERIOR COURT GRANTS	1,220,839	0	950,247	1,222,008
SUPERIOR COURT MANDATED SERVICES	1,787,054	0	1,687,054	1,789,687
SUPERIOR COURT SPECIAL PROGRAMS	17,297,213	0	16,755,496	15,473,739
TOTAL SUPERIOR COURT	49,552,240	0	48,773,931	48,499,324
TOTAL JUSTICE & LAW	325,147,890	0	319,441,603	328,691,335
PUBLIC WORKS				
CAPITAL PROJECTS FUND	83,325,542	0	83,773,225	105,479,169
DEVELOPMENT SERVICES FUND	6,915,277	0	6,915,203	6,934,222
OFFICE OF SUSTAINABILITY & CONSERVATION				
OFFICE OF SUSTAINABILITY & CONSERVATION GENERAL FUND	1,399,156	0	1,329,340	1,549,516
OFFICE OF SUSTAINABILITY GRANTS	5,000	0	5,447	0
TOTAL OFFICE OF SUSTAINABILITY & CONSERVATION	1,404,156	0	1,334,787	1,549,516
PUBLIC WORKS				
PROJECT MANAGEMENT OFFICE GENERAL FUND	201,975	0	201,975	241,670
PUBLIC WORKS ADMINISTRATION GENERAL FUND	1,227,840	0	1,164,315	1,350,001
REAL PROPERTY SERVICES GENERAL FUND	1,428,321	0	954,932	1,332,272
TOTAL PUBLIC WORKS	2,858,136	0	2,321,222	2,923,943
REGIONAL FLOOD CONTROL DISTRICT				
REGIONAL FLOOD CONTROL DISTRICT	16,153,842	0	16,075,842	16,472,029
REGIONAL FLOOD CONTROL DISTRICT SPEC PROGS	967,900	0	100,000	967,900
REGIONAL FLOOD CONTROL DISTRICT GRANTS	368,370	0	368,668	212,501
TOTAL REGIONAL FLOOD CONTROL DISTRICT	17,490,112	0	16,544,510	17,652,430
TRANSPORTATION				
TRANSPORTATION GRANTS	5,002,975	0	4,680,068	1,242,273
TRANSPORTATION	39,700,616	0	39,696,005	41,393,385
TOTAL TRANSPORTATION	44,703,591	0	44,376,073	42,635,658
REGIONAL WASTEWATER RECLAMATION				
REGIONAL WASTEWATER RECLAMATION FUND	155,353,442	0	155,756,539	156,371,598
TOTAL REGIONAL WASTEWATER RECLAMATION	155,353,442	0	155,756,539	156,371,598
TOTAL PUBLIC WORKS	312,050,256	0	311,021,559	333,546,536
TOTAL ALL FUNCTIONAL AREAS	1,153,165,614	0	1,110,060,407	1,220,052,891

* These amounts include actual expenditures/expenses recognized on the modified accrual or accrual basis as of February 29, 2016 plus projected expenditures/expenses for the remainder of the fiscal year.

** FY 2016/2017 amounts do not include the impact of the following Capital Improvement Programs: Regional Wastewater (\$46,733,324), Telecommunications (\$1,575,000), Fleet Services (\$3,291,009) and Parking Garages (\$354,882). Also excludes impact of principal payment of \$49,098,902 of Regional Wastewater Management debt service.

**PIMA COUNTY
FULL-TIME EMPLOYEES AND PERSONNEL COMPENSATION
FISCAL YEAR 2016/2017**

FUND/DEPARTMENT	Full-Time Equivalent (FTE) 2016/2017	Employees Salaries & Hourly Costs 2016/2017	Retirement Costs 2016/2017	Health Care Costs 2016/2017	Other Benefit Costs 2016/2017	Total Estimated Personnel Compensation 2016/2017
GENERAL FUND						
GENERAL GOVERNMENT SERVICES						
ASSESSOR	136.00	5,521,227	621,365	1,061,301	476,339	7,680,232
BOARD OF SUPERVISORS	22.50	1,379,319	197,823	167,579	130,393	1,875,114
COUNTY ADMINISTRATOR	14.55	1,366,709	150,306	102,180	97,556	1,716,751
GENERAL GOVERNMENT SERVICES	609.05	35,277,772	3,636,234	5,339,287	3,163,728	47,417,021
RECORDER	57.00	1,892,584	150,588	289,508	155,263	2,487,943
TREASURER	35.00	1,756,993	201,745	303,085	148,896	2,410,719
TOTAL GENERAL GOVERNMENT SERVICES	874.10	47,194,604	4,958,061	7,262,940	4,172,175	63,587,780
COMMUNITY RESOURCES						
COMMUNITY & ECONOMIC DEVELOPMENT	374.85	14,068,840	1,222,989	2,175,101	1,520,331	18,987,261
SCHOOL SUPERINTENDENT	13.50	809,780	98,078	71,420	66,996	1,046,274
TOTAL COMMUNITY RESOURCES	388.35	14,878,620	1,321,067	2,246,521	1,587,327	20,033,535
HEALTH SERVICES						
ENVIRONMENTAL QUALITY	3.00	224,557	25,100	28,383	20,550	298,590
OFC. Of EMERGENCY MGMT/HOMELAND SECURITY	2.50	195,794	21,501	17,826	16,847	251,968
BEHAVIORAL HEALTH	13.00	774,332	86,323	88,224	65,373	1,014,252
TOTAL HEALTH SERVICES	18.50	1,194,683	132,924	134,433	102,770	1,564,810
JUSTICE & LAW						
CLERK OF THE SUPERIOR COURT	197.00	8,053,414	880,777	1,407,887	715,255	11,057,333
CONSTABLES	13.00	700,299	150,366	126,261	76,329	1,053,255
COUNTY ATTORNEY	341.00	17,495,847	1,980,636	2,284,023	1,507,809	23,268,315
JUSTICE & LAW	299.50	17,781,038	1,962,774	2,235,640	1,622,373	23,601,825
JUSTICE COURTS	133.50	5,731,357	752,937	981,703	497,546	7,963,543
JUVENILE COURT CENTER	348.50	13,459,495	2,308,508	2,831,091	1,674,240	20,273,334
SHERIFF	1,528.00	74,390,600	22,512,829	13,982,993	9,403,581	120,290,003
SUPERIOR COURT	401.00	19,780,440	2,909,432	3,162,819	1,917,083	27,769,774
TOTAL JUSTICE & LAW	3,261.50	157,392,490	33,458,259	27,012,417	17,414,216	235,277,382

**PIMA COUNTY
FULL-TIME EMPLOYEES AND PERSONNEL COMPENSATION
FISCAL YEAR 2016/2017**

FUND/DEPARTMENT	Full-Time Equivalent (FTE) 2016/2017	Employees Salaries & Hourly Costs 2016/2017	Retirement Costs 2016/2017	Health Care Costs 2016/2017	Other Benefit Costs 2016/2017	Total Estimated Personnel Compensation 2016/2017
PUBLIC WORKS						
PROJECT MANAGEMENT OFFICE	4.00	295,429	33,066	49,932	25,406	403,833
PUBLIC WORKS ADMINISTRATION	10.00	926,311	100,247	82,604	71,943	1,181,105
REAL PROPERTY SERVICES	15.00	929,794	96,312	106,722	80,191	1,213,019
OFFICE OF SUSTAINABILITY & CONSERVATION	16.90	1,168,554	130,292	143,606	100,307	1,542,759
PUBLIC WORKS	45.90	3,320,088	359,917	382,864	277,847	4,340,716
TOTAL GENERAL FUND	4,588.35	223,980,485	40,230,228	37,039,175	23,554,335	324,804,223
SPECIAL REVENUE FUNDS						
GENERAL GOVERNMENT SERVICES						
COUNTY ADMINISTRATOR GRANTS	2.00	95,969	11,017	13,222	8,789	128,997
INFORMATION TECHNOLOGY	10.00	661,130	75,898	88,835	53,578	879,441
RECORDER DOCUMENT STORAGE & RETRIEVAL	7.00	490,200	47,587	45,267	40,781	623,835
TOTAL GENERAL GOVERNMENT SERVICES	19.00	1,247,299	134,502	147,324	103,148	1,632,273
COMMUNITY RESOURCES						
ATTRACTIONS & TOURISM	4.25	283,448	31,287	35,620	24,588	374,943
COMMUNITY DEVELOPMENT & NEIGHBORHOOD CONSERVATION GRANTS	10.00	496,660	60,100	79,031	44,424	680,215
COMMUNITY SERVICES EMPLOYMENT & TRAINING GRANTS	54.23	2,134,177	243,777	361,157	176,893	2,916,004
COUNTY FREE LIBRARY	385.62	15,004,769	1,342,698	2,199,445	1,303,270	19,850,182
PARKS SPECIAL PROGRAMS	4.00	150,443	14,767	24,495	14,979	204,684
PIMA VOCATIONAL HIGH SCHOOL	16.00	652,080	71,993	148,508	54,455	927,036
STADIUM DISTRICT	42.00	1,624,285	147,838	304,585	183,919	2,260,627
TOTAL COMMUNITY RESOURCES	516.10	20,345,862	1,912,460	3,152,841	1,802,528	27,213,691
HEALTH SERVICES						
OFC. Of EMERGENCY MGMT/HOMELAND SECURITY GRANTS	6.00	332,475	38,168	58,167	26,989	455,799
ENVIRONMENTAL QUALITY FUND	31.00	1,898,943	210,507	252,164	186,481	2,548,095
ENVIRONMENTAL QUALITY GRANTS	8.00	402,732	45,466	40,356	37,439	525,993

**PIMA COUNTY
FULL-TIME EMPLOYEES AND PERSONNEL COMPENSATION
FISCAL YEAR 2016/2017**

FUND/DEPARTMENT	Full-Time Equivalent (FTE) 2016/2017	Employees Salaries & Hourly Costs 2016/2017	Retirement Costs 2016/2017	Health Care Costs 2016/2017	Other Benefit Costs 2016/2017	Total Estimated Personnel Compensation 2016/2017
HEALTH	181.00	9,108,123	975,947	1,401,606	845,631	12,331,307
HEALTH GRANTS	115.00	4,525,286	509,108	811,362	391,944	6,237,700
HEALTH PIMA ANIMAL CARE CENTER	93.00	3,395,756	371,325	704,497	345,592	4,817,170
WIRELESS INTEGRATED NETWORK	2.00	159,203	17,838	11,951	13,241	202,233
TOTAL HEALTH SERVICES	436.00	19,822,518	2,168,359	3,280,103	1,847,317	27,118,297
JUSTICE & LAW						
CLERK OF THE SUPERIOR COURT SPECIAL PROGRAMS	9.25	356,586	40,644	57,540	30,956	485,726
COUNTY ATTORNEY GRANTS	47.00	2,141,891	282,547	299,804	185,870	2,910,112
COUNTY ATTORNEY SPECIAL PROGRAMS	71.00	3,001,561	364,380	253,620	254,359	3,873,920
JUSTICE COURTS SPECIAL PROGRAMS	21.00	525,571	46,329	55,004	44,827	671,731
JUVENILE COURT GRANTS	13.50	474,363	66,405	90,938	46,644	678,350
JUVENILE COURT SPECIAL PROGRAMS	84.75	3,371,215	571,051	675,413	372,618	4,990,297
SHERIFF GRANTS	35.00	1,948,509	401,495	182,095	161,778	2,693,877
SHERIFF SPECIAL PROGRAMS	8.00	331,940	50,682	75,393	31,522	489,537
SUPERIOR COURT SPECIAL GRANTS	21.70	924,737	105,351	115,004	93,813	1,238,905
SUPERIOR COURT SPECIAL PROGRAMS	217.20	8,618,277	1,598,726	1,743,797	1,016,836	12,977,636
TOTAL JUSTICE & LAW	528.40	21,694,650	3,527,610	3,548,608	2,239,223	31,010,091
PUBLIC WORKS						
REGIONAL FLOOD CONTROL DISTRICT	58.00	4,020,317	444,003	555,161	404,292	5,423,773
TRANSPORTATION	285.75	14,102,493	1,440,626	2,578,124	1,619,888	19,741,131
TOTAL PUBLIC WORKS	343.75	18,122,810	1,884,629	3,133,285	2,024,180	25,164,904
TOTAL SPECIAL REVENUE FUNDS	1,843.25	81,233,139	9,627,560	13,262,161	8,016,396	112,139,256
ENTERPRISE FUNDS						
GENERAL GOVERNMENT SERVICES						
PARKING GARAGES	5.00	190,581	20,810	38,373	16,650	266,414
TOTAL GENERAL GOVERNMENT SERVICES	5.00	190,581	20,810	38,373	16,650	266,414

**PIMA COUNTY
FULL-TIME EMPLOYEES AND PERSONNEL COMPENSATION
FISCAL YEAR 2016/2017**

FUND/DEPARTMENT	Full-Time Equivalent (FTE) 2016/2017	Employees Salaries & Hourly Costs 2016/2017	Retirement Costs 2016/2017	Health Care Costs 2016/2017	Other Benefit Costs 2016/2017	Total Estimated Personnel Compensation 2016/2017
PUBLIC WORKS						
DEVELOPMENT SERVICES	58.00	3,650,341	395,537	481,438	340,784	4,868,100
REGIONAL WASTEWATER RECLAMATION	457.00	24,174,283	2,520,519	4,071,555	2,462,581	33,228,938
TOTAL PUBLIC WORKS	515.00	27,824,624	2,916,056	4,552,993	2,803,365	38,097,038
TOTAL ENTERPRISE FUNDS	520.00	28,015,205	2,936,866	4,591,366	2,820,015	38,363,452
GRAND TOTAL ALL FUNDS	6,951.60	333,228,829	52,794,654	54,892,702	34,390,746	475,306,931

THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY

INTERNAL SERVICE FUNDS						
FLEET SERVICES	56.00	2,585,127	280,831	497,963	296,060	3,659,981
HEALTH BENEFITS TRUST FUND	15.00	751,138	79,520	111,427	63,936	1,006,021
RISK MANAGEMENT	21.00	1,159,569	128,573	132,679	101,266	1,522,087
IT: COMPUTER HARDWARE SOFTWARE ISF	54.00	3,510,562	381,312	510,977	321,156	4,724,007
TELECOMMUNICATIONS	16.00	1,213,226	136,524	168,663	101,988	1,620,401
TOTAL INTERNAL SERVICE FUNDS	162.00	9,219,622	1,006,760	1,421,709	884,406	12,532,497

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: Bureau

Summary of Adopted Full Time Equivalent Positions

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2014/2015 - 2016/2017

	Actual 2014/2015	Adopted 2015/2016	Adopted 2016/2017
GENERAL FUND			
Fund Balance, Beginning (See note)	42,911,880	31,847,551	59,323,758
Revenue			
Taxes	324,840,243	337,309,775	338,267,342
Licenses & Permits	2,989,430	3,075,600	3,205,600
Intergovernmental	142,421,610	144,574,076	151,588,844
Charges for Services	41,253,272	45,192,330	46,486,307
Fines & Forfeits	3,788,909	4,261,836	3,812,551
Investment Earnings	225,232	195,700	220,518
Miscellaneous Revenue	6,181,399	6,143,760	6,269,691
Total Revenue	521,700,095	540,753,077	549,850,853
Expenditures			
General Government Services	(159,521,162)	(199,577,241)	(227,636,670)
Community Resources	(29,756,013)	(31,430,878)	(32,074,216)
Health Services	(38,135,576)	(40,095,996)	(42,613,164)
Justice & Law	(269,797,905)	(274,528,101)	(281,544,590)
Public Works	(203,816)	(4,257,292)	(4,473,459)
Total Expenditures	(497,414,472)	(549,889,508)	(588,342,099)
Bond Proceeds	11,500,000	0	0
Net Operating Transfers	(31,877,639)	(22,711,120)	(20,832,512)
Other Adjustments	1,226,014	0	0
Fund Balance, Ending	48,045,878	0	0
SPECIAL REVENUE			
Fund Balance, Beginning (See note)	65,156,785	40,919,599	45,000,846
Revenue			
Taxes	53,235,826	60,154,453	63,258,168
Licenses and Permits	5,467,105	5,767,800	5,581,710
Intergovernmental	130,358,845	160,450,978	147,859,340
Charges for Services	14,242,582	16,706,566	16,500,536
Fines & Forfeits	5,719,309	4,049,866	3,791,470
Investment Earnings	286,819	330,635	234,189
Miscellaneous	9,164,468	10,177,136	12,196,142
Total Revenue	218,474,954	257,637,434	249,421,555
Expenditures			
General Government Services	(2,126,984)	(7,870,787)	(9,895,465)
Community Resources	(59,172,695)	(76,219,677)	(78,590,390)
Health Services	(38,585,935)	(46,821,901)	(48,348,298)
Justice & Law	(42,181,700)	(64,323,317)	(59,865,459)
Public Works	(52,950,386)	(62,198,703)	(60,288,088)
Total Expenditures	(195,017,700)	(257,434,385)	(256,987,700)
Bond Proceeds	0	0	0
Net Operating Transfers	(27,267,669)	(29,542,457)	(23,413,027)
Other Adjustments	(937,607)	0	0
Fund Balance, Ending	60,408,763	11,580,191	14,021,674

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2014/2015 - 2016/2017

	Actual 2014/2015	Adopted 2015/2016	Adopted 2016/2017
<u>DEBT SERVICE</u>			
Fund Balance, Beginning (See note)	7,847,810	15,115,609	5,412,494
Revenue			
Taxes	53,163,933	52,855,727	54,189,900
Intergovernmental	11,530	0	0
Investment Earnings	181,226	0	95,000
Miscellaneous	11,660	0	0
Total Revenue	53,368,349	52,855,727	54,284,900
Expenditures			
General Government Services	(124,242,422)	(110,820,702)	(115,455,401)
Total Expenditures	(124,242,422)	(110,820,702)	(115,455,401)
Bond Proceeds	19,634,639	0	0
Net Operating Transfers	51,815,264	55,505,635	60,560,548
Other Adjustments	(13)	0	0
Fund Balance, Ending	8,423,627	12,656,269	4,802,541
<u>CAPITAL PROJECTS</u>			
Fund Balance, Beginning (See note)	149,011,722	91,255,768	64,777,417
Revenue			
Intergovernmental	23,037,713	17,962,394	27,435,634
Charges for Services	4,728,535	3,940,800	3,186,670
Investment Earnings	502,375	281,316	283,076
Miscellaneous	1,276,140	200,000	217,209
Total Revenue	29,544,763	22,384,510	31,122,589
Expenditures			
Public Works	(100,961,324)	(83,325,542)	(105,479,169)
Total Expenditures	(100,961,324)	(83,325,542)	(105,479,169)
Bond Proceeds	72,025,000	25,681,000	35,681,000
Net Operating Transfers	(19,917,627)	(39,108,574)	(9,423,264)
Other Adjustments	15	0	0
Fund Balance, Ending	129,702,549	16,887,162	16,678,573
<u>ENTERPRISE</u>			
Fund Balance, Beginning (See note)	136,246,578	130,397,966	159,239,559
Revenue			
Charges for Services	174,210,477	184,317,201	171,965,655
Fines & Forfeits	2,997	5,000	5,000
Investment Earnings	888,610	808,132	808,132
Licenses and Permits	5,798,607	6,189,560	6,910,071
Miscellaneous	1,633,297	2,024,623	1,819,990
Capital Contributions	5,390,747	5,000,000	5,000,000
Total Revenue	187,924,735	198,344,516	186,508,848
Expenditures			
General Government Services	(1,820,344)	(3,130,286)	(3,201,416)
Public Works	(192,680,967)	(162,268,719)	(163,305,820)
Total Expenditures	(194,501,311)	(165,399,005)	(166,507,236)

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

SUMMARY OF CHANGES IN FUND BALANCES
FISCAL YEARS 2014/2015 - 2016/2017

	Actual 2014/2015	Adopted 2015/2016	Adopted 2016/2017
Bond Proceeds	0	45,000,000	45,000,000
Net Operating Transfers	(23,496,960)	36,098,773	(5,882,675)
Other Adjustments	45,143,993	0	0
Fund Balance, Ending	151,317,035	244,442,250	218,358,496

INTERNAL SERVICE

Fund Balance, Beginning (See note)	65,482,733	72,759,125	132,994,338
Revenue			
Charges for Services	104,526,768	120,764,067	129,160,964
Capital Contributions	145,964	0	0
Intergovernmental	1,021,884	3,500	3,500
Investment Earnings	770,832	1,000,768	793,409
Miscellaneous	2,425,713	2,226,238	2,291,991
Total Revenue	108,891,161	123,994,573	132,249,864
Expenditures			
General Government Services	(90,183,930)	(122,613,808)	(133,115,251)
Total Expenditures	(90,183,930)	(122,613,808)	(133,115,251)
Bond Proceeds	0	0	0
Net Operating Transfers	4,155,173	(242,257)	(1,009,070)
Other Adjustments	37,835,938	0	0
Fund Balance, Ending	126,181,075	73,897,633	131,119,881

Note:

Fund balances on this schedule are not comparable from year to year because the beginning budgeted fund balances for fiscal year 2015/2016 and fiscal year 2016/2017 are based on estimates made before the end of each preceding year. In addition, amounts do not include the impact from the Enterprise Funds and Internal Service Funds for Capital Improvement Programs and debt principal payments.

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEARS 2014/2015 - 2016/2017

FUND/DEPARTMENT	ACTUAL 2014/2015	ADOPTED 2015/2016	ADOPTED 2016/2017
GENERAL FUND			
GENERAL GOVERNMENT SERVICES			
ASSESSOR	8,126,782	8,492,999	8,651,426
BOARD OF SUPERVISORS	1,782,043	2,019,596	2,185,295
CLERK OF THE BOARD	1,293,107	1,485,455	1,523,611
COMMUNICATIONS OFFICE	937,397	917,785	1,874,594
COUNTY ADMINISTRATOR	1,389,767	1,525,985	1,934,592
ELECTIONS	3,943,263	5,216,768	5,756,419
FACILITIES MANAGEMENT	17,900,492	19,970,750	21,375,454
FINANCE & RISK MANAGEMENT	14,923,011	18,043,923	18,734,741
GENERAL GOVERNMENT SERVICES ADMINISTRATION	0	0	335,331
HUMAN RESOURCES	2,902,343	3,327,738	3,417,479
INFORMATION TECHNOLOGY	16,751,968	13,836,571	13,467,918
NON DEPARTMENTAL	81,087,780	115,897,125	139,017,182
PROCUREMENT	2,191,438	2,386,236	2,447,974
RECORDER	3,943,702	3,913,112	4,339,436
TREASURER	2,348,069	2,543,198	2,575,218
TOTAL GENERAL GOVERNMENT SERVICES	159,521,162	199,577,241	227,636,670
COMMUNITY RESOURCES			
COMMUNITY DEVELOPMENT & NEIGHBORHOOD CONSERVATION	4,478,602	4,529,868	4,552,232
COMMUNITY & ECONOMIC DEVELOPMENT ADMINISTRATION	443,864	548,320	546,354
COMMUNITY SERVICES, EMPLOYMENT & TRAINING	5,774,189	6,795,334	7,043,908
KINO SPORTS COMPLEX	584,994	1,017,170	733,890
NATURAL RESOURCES, PARKS & RECREATION	17,014,028	16,885,420	17,531,562
SCHOOL SUPERINTENDENT	1,460,336	1,654,766	1,666,270
TOTAL COMMUNITY RESOURCES	29,756,013	31,430,878	32,074,216
HEALTH SERVICES			
BEHAVIORAL HEALTH	36,792,987	38,251,399	40,777,750
ENVIRONMENTAL QUALITY	1,285,858	1,430,861	1,435,111
OFFICE OF EMERGENCY MANAGEMENT & HOMELAND SECURITY	56,731	413,736	400,303
TOTAL HEALTH SERVICES	38,135,576	40,095,996	42,613,164
JUSTICE & LAW			
CLERK OF THE SUPERIOR COURT	11,044,427	10,211,229	10,780,120
CONSTABLES	1,216,206	1,199,265	1,256,064
COUNTY ATTORNEY	22,163,886	22,453,190	23,322,376
FORENSIC SCIENCE CENTER	3,494,836	3,717,817	3,697,426
JUSTICE COURT AJO	665,501	681,332	698,399
JUSTICE COURT GREEN VALLEY	513,826	513,731	519,494
JUSTICE COURT TUCSON	6,755,317	6,934,049	7,110,320
JUVENILE COURT	22,788,049	22,604,846	23,238,576
PUBLIC DEFENSE SERVICES	29,656,247	29,471,307	32,691,944
PUBLIC FIDUCIARY	2,337,685	2,591,494	0
SHERIFF	137,914,825	143,115,653	146,426,294
SUPERIOR COURT	31,247,100	31,034,188	31,803,577
TOTAL JUSTICE & LAW	269,797,905	274,528,101	281,544,590

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEARS 2014/2015 - 2016/2017

FUND/DEPARTMENT	ACTUAL 2014/2015	ADOPTED 2015/2016	ADOPTED 2016/2017
PUBLIC WORKS			
PUBLIC WORKS ADMINISTRATION	1,285	1,227,840	1,350,001
REAL PROPERTY	3,357	1,428,321	1,332,272
PROJECT MANAGEMENT	0	201,975	241,670
OFFICE OF SUSTAINABILITY AND CONSERVATION	199,174	1,399,156	1,549,516
TOTAL PUBLIC WORKS	203,816	4,257,292	4,473,459
TOTAL GENERAL FUND	497,414,472	549,889,508	588,342,099
SPECIAL REVENUE FUNDS			
GENERAL GOVERNMENT SERVICES			
COUNTY ADMINISTRATOR	13,802	0	1,427,899
ELECTIONS	0	35,500	0
FACILITIES MANAGEMENT	293,618	509,600	895,887
FINANCE & RISK MANAGEMENT	15,035	6,009,500	6,047,044
NON DEPARTMENTAL	855,530	0	0
RECORDER	718,848	1,032,852	1,170,635
TREASURER	230,151	283,335	354,000
TOTAL GENERAL GOVERNMENT SERVICES	2,126,984	7,870,787	9,895,465
COMMUNITY RESOURCES			
ATTRACTIONS & TOURISM	1,908,161	1,990,262	2,273,432
COMMUNITY DEVELOPMENT & NEIGHBORHOOD CONSERVATION	3,900,091	6,038,090	6,015,960
COMMUNITY SERVICES, EMPLOYMENT & TRAINING	13,105,510	17,859,057	16,574,129
COUNTY FREE LIBRARY	32,903,995	41,884,024	42,166,526
NATURAL RESOURCES, PARKS & RECREATION	483,619	1,402,625	4,277,904
SCHOOL SUPERINTENDENT	2,179,853	1,836,000	1,884,000
STADIUM DISTRICT	4,691,466	5,209,619	5,398,439
TOTAL COMMUNITY RESOURCES	59,172,695	76,219,677	78,590,390
HEALTH SERVICES			
ENVIRONMENTAL QUALITY	4,390,800	5,324,435	5,487,403
BEHAVIORAL HEALTH	207,100	906,874	784,314
HEALTH	30,963,741	34,790,639	36,665,531
OFFICE OF EMERGENCY MANAGEMENT & HOMELAND SECURITY	3,024,294	5,799,953	2,296,079
WIRELESS INTEGRATED NETWORK	0	0	3,114,971
TOTAL HEALTH SERVICES	38,585,935	46,821,901	48,348,298
JUSTICE & LAW			
CLERK OF THE SUPERIOR COURT	1,757,841	1,523,575	1,568,344
COUNTY ATTORNEY	9,314,315	17,699,392	17,757,871
FORENSIC SCIENCE CENTER	23,372	30,125	29,500
JUSTICE COURT AJO	7,219	5,880	23,000
JUSTICE COURT GREEN VALLEY	10,692	324,600	105,362
JUSTICE COURT TUCSON	848,394	1,650,053	1,634,698
JUVENILE COURT	7,800,851	9,868,747	9,961,100
PUBLIC DEFENSE SERVICES	519,032	788,006	748,816
SHERIFF	5,371,945	13,914,887	11,341,021
SUPERIOR COURT	16,528,039	18,518,052	16,695,747
TOTAL JUSTICE & LAW	42,181,700	64,323,317	59,865,459

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

SUMMARY OF EXPENDITURES BY FUND AND DEPARTMENT
FISCAL YEARS 2014/2015 - 2016/2017

FUND/DEPARTMENT	ACTUAL 2014/2015	ADOPTED 2015/2016	ADOPTED 2016/2017
PUBLIC WORKS			
REGIONAL FLOOD CONTROL DISTRICT	14,355,427	17,490,112	17,652,430
TRANSPORTATION	38,580,972	44,703,591	42,635,658
OFFICE OF SUSTAINABILITY AND CONSERVATION	13,987	5,000	0
TOTAL PUBLIC WORKS	52,950,386	62,198,703	60,288,088
TOTAL SPECIAL REVENUE FUNDS	195,017,700	257,434,385	256,987,700
DEBT SERVICE FUND	124,242,422	110,820,702	115,455,401
CAPITAL PROJECTS	100,961,324	83,325,542	105,479,169
ENTERPRISE FUNDS			
GENERAL GOVERNMENT SERVICES			
FACILITIES MANAGEMENT	1,820,344	3,130,286	3,201,416
TOTAL GENERAL GOVERNMENT SERVICES	1,820,344	3,130,286	3,201,416
PUBLIC WORKS			
DEVELOPMENT SERVICES	6,887,764	6,915,277	6,934,222
REGIONAL WASTEWATER RECLAMATION	185,793,203	155,353,442	156,371,598
TOTAL PUBLIC WORKS	192,680,967	162,268,719	163,305,820
TOTAL ENTERPRISE FUNDS	194,501,311	165,399,005	166,507,236
TOTAL EXPENDITURES/EXPENSES	1,112,137,229	1,166,869,142	1,232,771,605
THE FOLLOWING IS PROVIDED FOR INFORMATION PURPOSES ONLY			
INTERNAL SERVICE FUNDS			
FLEET SERVICES	17,567,151	20,337,051	21,924,586
HEALTH BENEFITS TRUST FUND	56,569,600	64,388,635	69,635,384
PRINT SHOP	771,434	801,077	0
RISK MANAGEMENT	7,858,998	16,698,460	16,663,089
IT: COMPUTER HARDWARE SOFTWARE ISF	3,280,680	15,793,601	19,302,013
TELECOMMUNICATIONS	4,136,067	4,594,984	5,590,179
TOTAL INTERNAL SERVICE FUNDS	90,183,930	122,613,808	133,115,251
GRAND TOTAL ALL FUNDS	1,202,321,159	1,289,482,950	1,365,886,856

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2014/2015 - 2016/2017

SOURCE OF REVENUES	ACTUAL 2014/2015	ADOPTED 2015/2016	ADOPTED 2016/2017
General Fund			
Property Tax			
Real Property Taxes	308,437,708	321,227,219	323,289,441
Personal Property Taxes	10,238,206	9,582,011	8,922,746
Penalties/Delinquent Taxes	647,369	720,000	740,000
Interest/Delinquent Taxes	5,516,960	5,780,545	5,315,155
Total Property Tax	324,840,243	337,309,775	338,267,342
Licenses & Permits			
Business Licenses & Permits	2,989,430	3,075,600	3,205,600
Total Licenses & Permits	2,989,430	3,075,600	3,205,600
Intergovernmental			
Federal Grants & Aid	4,482,429	3,170,330	4,616,729
State Grants & Aid	1,448,683	1,396,396	1,627,505
Sales & Use Tax	105,239,896	108,500,000	112,100,000
Shared Vehicle License Tax	24,975,847	25,600,000	27,000,000
Alcoholic Beverages	47,925	65,000	44,000
Other Local Government	1,135,415	247,950	812,850
Transient Lodging Tax	5,091,415	5,594,400	5,387,760
Total Intergovernmental	142,421,610	144,574,076	151,588,844
Charges For Services			
Interdepartmental Charges	0	0	232,500
Health Fees	1,482,868	1,785,000	1,786,700
Court Fees	5,954,805	5,859,989	5,979,432
General Government	2,033,475	2,272,235	2,280,181
Correctional Housing	7,532,717	7,970,000	7,970,000
Recorder Fees	1,665,752	2,482,910	1,989,250
Sheriff Dept Fees	1,008,113	1,208,000	1,208,000
Culture & Recreation Fees	991,683	839,750	849,507
Contributions/Pub Enterprs	20,583,859	22,774,446	24,190,737
Total Charges For Services	41,253,272	45,192,330	46,486,307
Fines and Forfeits			
Justice CTS-Fines	2,942,220	3,133,031	3,027,551
Superior CTS-Fines	311,135	222,000	275,000
Other Fines & Forfeits	535,554	906,805	510,000
Total Fines and Forfeits	3,788,909	4,261,836	3,812,551
Investment Earnings			
Investment Earnings	225,232	195,700	220,518
Total Investment Earnings	225,232	195,700	220,518
Miscellaneous			
Rents and Royalties	3,765,188	3,650,371	3,598,024
Other Misc. Revenues	2,416,211	2,493,389	2,671,667
Total Miscellaneous	6,181,399	6,143,760	6,269,691
Total General Fund Revenue	521,700,095	540,753,077	549,850,853
Special Revenue Funds			
County Free Library			
Property Taxes	32,690,512	38,728,388	39,877,071
Intergovernmental	220,962	640,000	313,900
Fines & Forfeits	557,197	600,000	600,000
Charges for Services	458,595	520,000	900,000
Investment Earnings	17,511	25,000	25,000
Miscellaneous	815,703	555,000	450,000
Total County Free Library	34,760,480	41,068,388	42,165,971

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2014/2015 - 2016/2017

SOURCE OF REVENUES	ACTUAL 2014/2015	ADOPTED 2015/2016	ADOPTED 2016/2017
Employment and Training			
Intergovernmental	12,065,455	16,767,364	14,545,188
Investment Earnings	1,580	629	1,500
Miscellaneous	1,108,640	734,778	1,448,289
Total Employment and Training	13,175,675	17,502,771	15,994,977
Environmental Quality			
Licenses and Permits	2,138,016	2,365,700	2,148,110
Intergovernmental	1,993,478	1,980,029	1,919,446
Fines & Forfeits	420	0	0
Investment Earnings	19,053	23,000	21,370
Miscellaneous	87,382	8,090	30,160
Total Environmental Quality	4,238,349	4,376,819	4,119,086
Health			
Licenses and Permits	2,167,227	2,280,000	2,280,000
Intergovernmental	14,339,708	13,998,069	13,696,158
Charges for Services	2,228,346	3,036,780	3,042,109
Fines & Forfeits	113,813	83,866	86,470
Investment Earnings	13,265	0	2,000
Miscellaneous	1,045,513	749,464	1,420,225
Total Health	19,907,872	20,148,179	20,526,962
Regional Flood Control District			
Property Taxes	20,545,314	21,426,065	23,381,097
Licenses and Permits	1,965	1,100	1,100
Intergovernmental	106,456	310,500	239,970
Charges for Services	245,417	1,070,000	1,070,000
Investment Earnings	47,867	25,045	19,767
Miscellaneous	79,038	55,345	58,845
Total Regional Flood Control District	21,026,057	22,888,055	24,770,779
Stadium District			
Intergovernmental	1,521,396	1,563,000	1,620,000
Charges for Services	958,218	931,162	803,275
Investment Earnings	4,826	10,000	5,000
Miscellaneous	1,653	0	0
Total Stadium District	2,486,093	2,504,162	2,428,275
Transportation			
Licenses and Permits	1,159,897	1,121,000	1,152,500
Intergovernmental	53,422,867	53,180,043	58,639,114
Charges for Services	245,240	242,650	244,850
Investment Earnings	31,082	80,000	25,000
Miscellaneous	633,456	258,591	286,432
Total Transportation	55,492,542	54,882,284	60,347,896
Other Special Revenue Funds & Grants			
Intergovernmental	46,688,523	72,011,973	56,885,564
Charges for Services	10,106,766	10,905,974	10,440,302
Fines & Forfeits	5,047,879	3,366,000	3,105,000
Investment Earnings	151,635	166,961	134,552
Miscellaneous	5,393,083	7,815,868	8,502,191
Total Other Special Revenue Funds & Grants	67,387,886	94,266,776	79,067,609
Total Special Revenue Funds	218,474,954	257,637,434	249,421,555

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2014/2015 - 2016/2017

SOURCE OF REVENUES	ACTUAL 2014/2015	ADOPTED 2015/2016	ADOPTED 2016/2017
Debt Service			
Property Taxes	53,163,933	52,855,727	54,189,900
Intergovernmental	11,530	0	0
Investment Earnings	181,226	0	95,000
Miscellaneous	11,660	0	0
Total Debt Service	53,368,349	52,855,727	54,284,900
Capital Projects Funds			
Intergovernmental	23,037,713	17,962,394	27,435,634
Charges for Services	4,728,535	3,940,800	3,186,670
Investment Earnings	502,375	281,316	283,076
Miscellaneous	1,276,140	200,000	217,209
Total Capital Projects Funds	29,544,763	22,384,510	31,122,589
Enterprise Funds			
Development Services			
Licenses and Permits	5,768,633	6,169,560	6,890,071
Charges for Services	555,642	798,344	678,232
Investment Earnings	15,139	15,000	15,000
Miscellaneous	37,807	4,674	5,000
Total Development Services	6,377,221	6,987,578	7,588,303
Parking Garages			
Charges for Services	1,090,837	1,139,818	1,090,730
Investment Earnings	14,301	12,132	12,132
Miscellaneous	1,184,766	1,879,699	1,260,136
Total Parking Garages	2,289,904	3,031,649	2,362,998
Regional Wastewater Reclamation			
Licenses and Permits	29,974	20,000	20,000
Intergovernmental	35,000	0	0
Charges for Services	172,563,998	182,379,039	170,196,693
Fines & Forfeits	2,997	5,000	5,000
Investment Earnings	859,170	781,000	781,000
Miscellaneous	410,724	140,250	554,854
Capital Contributions	5,390,747	5,000,000	5,000,000
Total Regional Wastewater Reclamation	179,292,610	188,325,289	176,557,547
Total Enterprise Funds	187,959,735	198,344,516	186,508,848
Total Revenue	1,011,047,896	1,071,975,264	1,071,188,745

THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY

Internal Service Funds

Fleet Services

Intergovernmental	1,021,884	3,500	3,500
Charges for Services	19,609,891	19,475,713	20,056,377
Capital Contributions	145,964	0	0
Investment Earnings	151,237	81,500	145,000
Miscellaneous	105,734	206,500	86,500
Total Fleet Services	21,034,710	19,767,213	20,291,377

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

SUMMARY OF REVENUES BY FUND AND CATEGORY
FISCAL YEARS 2014/2015 - 2016/2017

SOURCE OF REVENUES	ACTUAL 2014/2015	ADOPTED 2015/2016	ADOPTED 2016/2017
Print Shop			
Charges for Services	772,754	197,500	0
Investment Earnings	775	400	0
Total Print Shop	773,529	197,900	0
Health Benefits Trust Fund			
Charges for Services	61,873,738	63,057,700	68,899,643
Investment Earnings	72,648	64,900	75,690
Miscellaneous	2,158,354	1,776,000	1,967,200
Total Health Benefits Trust Fund	64,104,740	64,898,600	70,942,533
Risk Management			
Charges for Services	17,138,016	15,623,235	15,629,366
Investment Earnings	530,504	844,832	560,319
Miscellaneous	57,655	97,818	66,551
Total Risk Management	17,726,175	16,565,885	16,256,236
IT: Computer Hardware Software ISF			
Charges for Services	0	17,190,775	19,461,910
Investment Earnings	3,691	0	0
Total IT: Computer Hardware Software ISF	3,691	17,190,775	19,461,910
Telecommunications			
Charges for Services	5,132,369	5,219,144	5,113,668
Investment Earnings	11,977	9,136	12,400
Miscellaneous	103,970	145,920	171,740
Total Telecommunications	5,248,316	5,374,200	5,297,808
Total Internal Service Funds	108,891,161	123,994,573	132,249,864
Total All Funds	1,119,939,057	1,195,969,837	1,203,438,609

*These amounts include actual revenues recognized on the modified accrual or accrual basis as of February 29, 2016 plus projected revenues for the remainder of the fiscal year.

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

SUMMARY OF EXPENDITURES/EXPENSES BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2014/2015 - 2016/2017

FUNCTIONAL AREA/DEPARTMENT	ACTUAL 2014/2015	ADOPTED 2015/2016	ADOPTED 2016/2017
GENERAL GOVERNMENT SERVICES			
ASSESSOR	8,126,782	8,492,999	8,651,426
BOARD OF SUPERVISORS	1,782,043	2,019,596	2,185,295
CLERK OF THE BOARD	1,293,107	1,485,455	1,523,611
COMMUNICATIONS OFFICE	937,397	917,785	1,874,594
COUNTY ADMINISTRATOR	1,403,569	1,525,985	3,362,491
ELECTIONS	3,943,263	5,252,268	5,756,419
FACILITIES MANAGEMENT	20,014,454	23,610,636	25,472,757
FINANCE & RISK MANAGEMENT	14,938,046	24,053,423	24,781,785
GENERAL GOVERNMENT SERVICES ADMINISTRATION	0	0	335,331
HUMAN RESOURCES	2,902,343	3,327,738	3,417,479
INFORMATION TECHNOLOGY	16,751,968	13,836,571	13,467,918
NON DEPARTMENTAL	206,185,732	226,717,827	254,472,583
PROCUREMENT	2,191,438	2,386,236	2,447,974
RECORDER	4,662,550	4,945,964	5,510,071
TREASURER	2,578,220	2,826,533	2,929,218
TOTAL GENERAL GOVERNMENT SERVICES	287,710,912	321,399,016	356,188,952
COMMUNITY RESOURCES			
ATTRACTIONS & TOURISM	1,908,161	1,990,262	2,273,432
COMMUNITY & ECONOMIC DEVELOPMENT ADMINISTRATION	443,864	548,320	546,354
COMMUNITY DEVELOPMENT & NEIGHBORHOOD CONSERVATION	8,378,693	10,567,958	10,568,192
COMMUNITY SERVICES, EMPLOYMENT & TRAINING	18,879,699	24,654,391	23,618,037
COUNTY FREE LIBRARY	32,903,995	41,884,024	42,166,526
KINO SPORTS COMPLEX	584,994	1,017,170	733,890
NATURAL RESOURCES, PARKS & RECREATION	17,497,647	18,288,045	21,809,466
SCHOOL SUPERINTENDENT	3,640,189	3,490,766	3,550,270
STADIUM DISTRICT	4,691,466	5,209,619	5,398,439
TOTAL COMMUNITY RESOURCES	88,928,708	107,650,555	110,664,606
HEALTH SERVICES			
BEHAVIORAL HEALTH	37,000,087	39,158,273	41,562,064
ENVIRONMENTAL QUALITY	5,676,658	6,755,296	6,922,514
HEALTH	30,963,741	34,790,639	36,665,531
OFFICE OF EMERGENCY MANAGEMENT & HOMELAND SECURITY	3,081,025	6,213,689	2,696,382
WIRELESS INTEGRATED NETWORK	0	0	3,114,971
TOTAL HEALTH SERVICES	76,721,511	86,917,897	90,961,462
JUSTICE & LAW			
CLERK OF THE SUPERIOR COURT	12,802,268	11,734,804	12,348,464
CONSTABLES	1,216,206	1,199,265	1,256,064
COUNTY ATTORNEY	31,478,201	40,152,582	41,080,247
FORENSIC SCIENCE CENTER	3,518,208	3,747,942	3,726,926
JUSTICE COURT AJO	672,720	687,212	721,399
JUSTICE COURT GREEN VALLEY	524,518	838,331	624,856
JUSTICE COURT TUCSON	7,603,711	8,584,102	8,745,018
JUVENILE COURT	30,588,900	32,473,593	33,199,676
PUBLIC DEFENSE SERVICES	30,175,279	30,259,313	33,440,760
PUBLIC FIDUCIARY	2,337,685	2,591,494	0
SHERIFF	143,286,770	157,030,540	157,767,315
SUPERIOR COURT	47,775,139	49,552,240	48,499,324
TOTAL JUSTICE & LAW	311,979,605	338,851,418	341,410,049

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

SUMMARY OF EXPENDITURES/EXPENSES BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2014/2015 - 2016/2017

FUNCTIONAL AREA/DEPARTMENT	ACTUAL 2014/2015	ADOPTED 2015/2016	ADOPTED 2016/2017
PUBLIC WORKS			
CAPITAL PROJECTS	100,961,324	83,325,542	105,479,169
DEVELOPMENT SERVICES	6,887,764	6,915,277	6,934,222
OFFICE OF SUSTAINABILITY AND CONSERVATION	213,161	1,404,156	1,549,516
PROJECT MANAGEMENT	0	201,975	241,670
PUBLIC WORKS ADMINISTRATION	1,285	1,227,840	1,350,001
REAL PROPERTY	3,357	1,428,321	1,332,272
REGIONAL FLOOD CONTROL DISTRICT	14,355,427	17,490,112	17,652,430
REGIONAL WASTEWATER RECLAMATION	185,793,203	155,353,442	156,371,598
TRANSPORTATION	38,580,972	44,703,591	42,635,658
TOTAL PUBLIC WORKS	346,796,493	312,050,256	333,546,536
TOTAL ALL FUNCTIONAL AREAS	1,112,137,229	1,166,869,142	1,232,771,605

THE FOLLOWING IS PROVIDED FOR INFORMATION PURPOSES ONLY

INTERNAL SERVICE FUNDS			
FLEET SERVICES	17,567,151	20,337,051	21,924,586
HEALTH BENEFITS TRUST FUND	56,569,600	64,388,635	69,635,384
PRINT SHOP	771,434	801,077	0
RISK MANAGEMENT	7,858,998	16,698,460	16,663,089
IT: COMPUTER HARDWARE SOFTWARE ISF	3,280,680	15,793,601	19,302,013
TELECOMMUNICATIONS	4,136,067	4,594,984	5,590,179
TOTAL INTERNAL SERVICE FUNDS	90,183,930	122,613,808	133,115,251
TOTAL ALL FUNDS	1,202,321,159	1,289,482,950	1,365,886,856

- 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 of this summary. They are combined, however, in the Human Resources Department Summary on Page 10-90.
- 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 of this summary. They are combined, however, in the Finance & Risk Management Department Summary on Page 10-52.
- 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 of this summary. They are combined, however, in the Finance & Risk Management Department Summary on Page 10-52.
- Note 4:** The Information Technology totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Telecommunication which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out of this summary. They are combined, however, in the Information Technology Summary on Page 10-100.
- Note 5:** The Information Technology totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Information Technology - IT COMPUTER HARDWARE SOFTWARE ISF which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out of this summary. They are combined, however, in the Information Technology Summary on Page 10-100.

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

SUMMARY OF REVENUE BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2014/2015 - 2016/2017

FUNCTIONAL AREA/DEPARTMENT	ACTUAL REVENUE 2014/2015	ADOPTED REVENUE 2015/2016	ADOPTED REVENUE 2016/2017
GENERAL GOVERNMENT SERVICES			
ASSESSOR	2,885	3,000	1,000
BOARD OF SUPERVISORS	753	0	0
CLERK OF THE BOARD	3,426	2,100	2,100
COMMUNICATIONS OFFICE	1,510	0	237,000
COUNTY ADMINISTRATOR	31,266	0	1,427,561
ELECTIONS	1,814,581	491,434	1,452,293
FACILITIES MANAGEMENT	8,190,499	9,422,739	8,683,250
FINANCE & RISK MANAGEMENT	45,931	6,025,000	6,025,000
HUMAN RESOURCES	67,746	88,500	83,820
INFORMATION TECHNOLOGY	612,178	611,301	611,301
NON DEPARTMENTAL	541,386,253	559,499,592	569,517,574
PROCUREMENT	(78)	3,000	0
RECORDER	2,468,645	3,352,210	2,694,650
TREASURER	122,897	77,500	102,000
TOTAL GENERAL GOVERNMENT SERVICES	554,748,492	579,576,376	590,837,549
COMMUNITY RESOURCES			
ATTRACTIONS & TOURISM	1,131,481	1,232,212	1,157,388
COMMUNITY & ECONOMIC DEVELOPMENT ADMINISTRATION	411	0	0
COMMUNITY DEVELOPMENT & NEIGHBORHOOD CONSERVATION	4,286,809	5,930,863	5,737,227
COMMUNITY SERVICES, EMPLOYMENT & TRAINING	13,176,619	17,502,771	15,994,977
COUNTY FREE LIBRARY	34,760,480	41,068,388	42,165,971
KINO SPORTS COMPLEX	149,979	144,290	139,014
NATURAL RESOURCES, PARKS & RECREATION	2,787,113	2,198,376	4,332,841
SCHOOL SUPERINTENDENT	2,045,767	2,146,000	2,189,000
STADIUM DISTRICT	2,486,093	2,504,162	2,428,275
TOTAL COMMUNITY RESOURCES	60,824,752	72,727,062	74,144,693
HEALTH SERVICES			
BEHAVIORAL HEALTH	497,788	976,639	854,079
ENVIRONMENTAL QUALITY	4,250,401	4,376,819	4,119,086
HEALTH	19,907,872	20,148,179	20,526,962
OFFICE OF EMERGENCY MANAGEMENT & HOMELAND SECURITY	3,372,720	5,127,130	1,756,549
WIRELESS INTEGRATED NETWORK	0	0	2,907,686
TOTAL HEALTH SERVICES	28,028,781	30,628,767	30,164,362
JUSTICE & LAW			
CLERK OF THE SUPERIOR COURT	3,301,066	3,478,024	3,338,916
CONSTABLES	463,565	388,424	388,424
COUNTY ATTORNEY	9,267,655	10,839,588	10,278,708
FORENSIC SCIENCE CENTER	1,581,826	1,881,450	1,891,000
JUSTICE COURT AJO	182,933	255,455	255,455
JUSTICE COURT GREEN VALLEY	266,655	295,570	215,101
JUSTICE COURT TUCSON	7,414,224	7,681,892	7,681,692
JUVENILE COURT	7,847,432	9,306,535	9,183,105
PUBLIC DEFENSE SERVICES	1,541,966	1,244,284	1,779,123
PUBLIC FIDUCIARY	507,490	506,473	0
SHERIFF	17,237,103	22,776,873	19,445,704
SUPERIOR COURT	15,851,832	17,970,072	17,382,385
TOTAL JUSTICE & LAW	65,463,747	76,624,640	71,839,613

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

SUMMARY OF REVENUE BY FUNCTIONAL AREA AND DEPARTMENT
FISCAL YEARS 2014/2015 - 2016/2017

FUNCTIONAL AREA/DEPARTMENT	ACTUAL REVENUE 2014/2015	ADOPTED REVENUE 2015/2016	ADOPTED REVENUE 2016/2017
PUBLIC WORKS			
CAPITAL PROJECTS	29,544,763	22,384,510	31,122,589
DEVELOPMENT SERVICES	6,377,221	6,987,578	7,588,303
OFFICE OF SUSTAINABILITY AND CONSERVATION	1,937	6,000	250
REAL PROPERTY	188	0	0
REGIONAL FLOOD CONTROL	21,026,057	22,888,055	24,770,779
REGIONAL WASTEWATER RECLAMATION	179,292,610	188,325,289	176,557,547
TRANSPORTATION	65,739,348	71,826,987	64,163,060
TOTAL PUBLIC WORKS	301,982,124	312,418,419	304,202,528
TOTAL ALL FUNCTIONAL AREAS	1,011,047,896	1,071,975,264	1,071,188,745

THE FOLLOWING IS PROVIDED FOR INFORMATION PURPOSES ONLY

INTERNAL SERVICE FUNDS			
FLEET SERVICES	21,034,710	19,767,213	20,291,377
HEALTH BENEFITS TRUST FUND	64,104,740	64,898,600	70,942,533
IT: COMPUTER HARDWARE SOFTWARE ISF	3,691	17,190,775	19,461,910
PRINT SHOP	773,529	197,900	0
RISK MANAGEMENT	17,726,175	16,565,885	16,256,236
TELECOMMUNICATIONS	5,248,316	5,374,200	5,297,808
TOTAL INTERNAL SERVICE FUNDS	108,891,161	123,994,573	132,249,864
TOTAL ALL FUNDS	1,119,939,057	1,195,969,837	1,203,438,609

- 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 of this summary. They are combined, however, in the Human Resources Department Summary on Page 10-90.
- 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 of this summary. They are combined, however, in the Finance & Risk Management Department Summary on Page 10-52.
- 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 of this summary. They are combined, however, in the Finance & Risk Management Department Summary on Page 10-52.
- Note 4:** The Information Technology totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Telecommunication which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out of this summary. They are combined, however, in the Information Technology Summary on Page 10-100.
- Note 5:** The Information Technology totals above, under GENERAL GOVERNMENT SERVICES, are shown exclusive of the Information Technology - IT COMPUTER HARDWARE SOFTWARE ISF which is listed under INTERNAL SERVICE FUNDS. These amounts are broken out of this summary. They are combined, however, in the Information Technology Summary on Page 10-100.

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: BUREAU

Fund Group / Bureau	Personnel Services	Operating Expenses	Capital Equipment	Other	Total Expenditures
<u>GENERAL FUND</u>					
Assessor	7,680,232	961,194	10,000		8,651,426
Behavioral Health	1,312,400	39,465,350			40,777,750
Board of Supervisors	1,876,614	308,681			2,185,295
Clerk of the Board	1,134,241	389,370			1,523,611
Clerk of the Superior Court	10,130,166	649,954			10,780,120
Communications Office	1,488,491	386,103			1,874,594
Community & Economic Development Administration	286,648	259,706			546,354
Community Development & Neighborhood Conservation	1,014,658	3,537,574			4,552,232
Community Services Employment & Training	2,724,722	4,319,186			7,043,908
Constables	1,053,255	202,009	800		1,256,064
County Administrator	1,547,950	386,642			1,934,592
County Attorney	21,442,491	1,879,885			23,322,376
Elections	3,150,102	2,606,317			5,756,419
Environmental Quality	314,109	1,121,002			1,435,111
Facilities Management	8,787,266	12,588,188			21,375,454
Finance & Risk Management	15,589,653	3,145,088			18,734,741
Forensic Science Center	3,159,095	538,331			3,697,426
General Government Revenues		708,050			708,050
General Government Services Administration	320,785	14,546			335,331
Human Resources	2,416,179	1,001,300			3,417,479
Information Technology	9,730,134	3,657,784	80,000		13,467,918
Justice Court Ajo	559,518	138,881			698,399
Justice Court Green Valley	500,721	18,773			519,494
Justice Court Tucson	6,554,623	555,697			7,110,320
Juvenile Court	20,279,925	2,958,651			23,238,576
Kino Sports Complex	318,797	394,093	21,000		733,890
Natural Resources Parks and Recreation	12,362,860	5,118,702	50,000		17,531,562
Non Departmental	18,000	131,121,384	5,000	7,164,748	138,309,132
Office of Emergency Management & Homeland Security	45,837	329,666	24,800		400,303
Office of Sustainability and Conservation	1,407,159	142,357			1,549,516
Procurement	2,322,131	125,843			2,447,974
Project Management	241,670				241,670
Public Defense Services	20,553,960	12,137,984			32,691,944
Public Works Administration	1,204,005	145,996			1,350,001
Real Property Services	1,150,728	181,544			1,332,272
Recorder	2,487,943	1,851,493			4,339,436
School Superintendent	1,046,974	619,296			1,666,270
Sheriff	120,576,124	25,790,170	60,000		146,426,294
Superior Court	27,623,582	4,179,995			31,803,577
Treasurer	2,410,719	164,499			2,575,218
TOTAL GENERAL FUND	316,824,467	264,101,284	251,600	7,164,748	588,342,099
<u>SPECIAL REVENUE FUNDS</u>					
County Free Library					
Library	20,389,382	21,542,344			41,931,726
County Free Library Grants	7,000	227,800			234,800
Total County Free Library	20,396,382	21,770,144	0	0	42,166,526
Environmental Quality					
Environmental Quality	2,540,362	819,595			3,359,957
Environmental Quality Grants	456,878	259,046	103,522		819,446
Tire Fund	11,531	1,296,469			1,308,000
Total Environmental Quality	3,008,771	2,375,110	103,522	0	5,487,403
Other Special Revenue					
Behavioral Health Grants	34,201	750,113			784,314
Clerk of Superior Court Victim Location Fund		3,729			3,729
Clerk of the Superior Court - Child Support Incentive	20,789				20,789
Clerk of the Superior Court - Document Storage & Retrieval	594,573	28,500			623,073

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: BUREAU

Fund Group / Bureau	Personnel Services	Operating Expenses	Capital Equipment	Other	Total Expenditures
Clerk of the Superior Court - Local Court Automation Fund	610,045	17,500			627,545
Clerk of the Superior Court - FARE					0
Clerk of the Superior Court - Spousal Maintenance Enforcement	17,116	5,945			23,061
Clerk of the Superior Court - Time Pay Fees	73,129	196,018			269,147
COC Address Confidentiality Fee		1,000			1,000
Community Development & Neighborhood Conservation - Grants	796,985	5,218,975			6,015,960
Community Services Employment & Training - Grants	3,486,388	11,764,198			15,250,586
County Administrator Grants	639,872	788,027			1,427,899
County Attorney - Bad Check Program	198,046	21,675			219,721
County Attorney - Consumer Protection	33,110				33,110
County Attorney - Employer Sanctions	230,350	14,000			244,350
County Attorney - Fill the Gap	940,958	66,779			1,007,737
County Attorney - Law Enforcement Antiracketeer	1,498,440	7,892,944	100,000		9,491,384
County Attorney - Victim Restitution		15,000			15,000
County Attorney - Victim Witness Comp	93,178	170,000			263,178
County Attorney Grants	3,355,784	1,527,373	156,000		5,039,157
County Attorney Special Revenue	879,838	233,796	30,600		1,144,234
A&T Leased Property	124,790	119,591			244,381
A&T Outside Agency		1,498,832			1,498,832
A&T Special Revenue	287,346	242,873			530,219
Facilities Management - Facilities Renewal	40,000	855,887			895,887
Finance Grants Management		6,025,000			6,025,000
Forensic Science Center Special Revenue		29,500			29,500
Improvement District Formation Fund	22,044				22,044
JC Ajo Court Automation Fund		8,000			8,000
JC Ajo Fare Special Revenue		5,000			5,000
JC Ajo Time Pay Fees		10,000			10,000
JC GV Court Automation Fund		29,067			29,067
JC GV Fare Special Revenue		3,559			3,559
JC GV Time Pay Fees	27,460	45,276			72,736
JCT \$1 Allocation SB1398	39,730	205,270			245,000
JCT Court Automation Fund	550,228	316,527	150,000		1,016,755
JCT Fare Special Rev		80,000			80,000
JCT Time Pay Fees	237,943	55,000			292,943
Juvenile Court Grants	659,227	317,064			976,291
Juvenile Court State Funds	4,136,036	3,643,978			7,780,014
Juvenile Probation Services	713,263	94,306			807,569
Juvenile Title IV-E	121,276	275,950			397,226
Legal Defender Training Fund		25,000			25,000
Natural Resources Parks and Recreation Special Programs	208,684	1,142,220	2,550,000		3,900,904
OEM Radio System SRF	884,541				884,541
Office of Emergency Management & Homeland Security - Grants	674,403	1,621,676			2,296,079
Parks & Recreation Grants	62,500	314,500			377,000
PCA DTAP Contribution SR		300,000			300,000
PDS Fill the Gap		657,816			657,816
Pima Vocational High School	957,939	365,604			1,323,543
Public Defender Training Fund		66,000			66,000
Recorder Document Storage & Retrieval	623,835	496,800	50,000		1,170,635
School Reserve Fund		1,884,000			1,884,000
Sheriff - Law Enforcement Enhancement		198,000			198,000
Sheriff AZ Traffic Violation Fund		100,000			100,000
Sheriff Commissary Operations		735,980			735,980
Sheriff Criminal Justice Enhancement		235,000	500,000		735,000
Sheriff Federal RICO Fund		480,000	500,000		980,000
Sheriff Grants	4,239,219	1,648,985			5,888,204
Sheriff Inmate Welfare Fund	491,337	732,500	500,000		1,723,837
Sheriff State Rico Fund		480,000	500,000		980,000
Superior Court - Fill the Gap	1,054,693	32,366			1,087,059
Superior Court AOC Appropriated Funds	9,739,021	910,510			10,649,531
Superior Court Child Support Visitation		100,500			100,500

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: BUREAU

Fund Group / Bureau	Personnel Services	Operating Expenses	Capital Equipment	Other	Total Expenditures
Superior Court Conciliation	517,279	33,692			550,971
Superior Court County Law Library	111,907	243,755			355,662
Superior Court Grants	892,770	329,238			1,222,008
Superior Court Local Court Automation Fund	169,433	195,073	140,000		504,506
Superior Court Probate		5,000			5,000
Superior Court Probation Services	1,785,047	435,463			2,220,510
Taxpayer Information Fund		154,000	200,000		354,000
Wireless Integrated Network	265,028	1,965,402			2,230,430
Total Other Special Revenue	43,139,781	58,465,332	5,376,600	0	106,981,713
Public Health					
Health	9,897,541	5,573,780			15,471,321
Health - Grants	8,070,504	3,948,112			12,018,616
Health - Pima Animal Care Center	5,271,954	3,903,640			9,175,594
Total Public Health	23,239,999	13,425,532	0	0	36,665,531
Regional Flood Control					
Canoa Ranch In-Lieu Fee	123,700	844,200			967,900
Regional Flood Control District	7,464,293	8,607,736	400,000		16,472,029
Regional Flood Control District Grants	2,501	210,000			212,501
Total Regional Flood Control	7,590,494	9,661,936	400,000	0	17,652,430
Stadium District					
Stadium District	2,362,839	2,695,600	340,000		5,398,439
Total Stadium District	2,362,839	2,695,600	340,000	0	5,398,439
Transportation					
Transportation	17,094,474	23,584,111	714,800		41,393,385
Transportation Grants	14,173	1,228,100			1,242,273
Total Transportation	17,108,647	24,812,211	714,800	0	42,635,658
TOTAL SPECIAL REVENUE FUNDS	116,846,913	133,205,865	6,934,922	0	256,987,700
DEBT SERVICE FUND					
Debt Service				115,455,401	115,455,401
Total DEBT SERVICE FUND	0	0	0	115,455,401	115,455,401
CAPITAL PROJECT FUNDS					
Capital Projects			105,479,169		105,479,169
TOTAL CAPITAL PROJECT FUNDS	0	0	105,479,169	0	105,479,169
ENTERPRISE FUNDS					
Development Services					
Development Services	5,005,469	1,928,753			6,934,222
Total Development Services	5,005,469	1,928,753	0	0	6,934,222
Facilities Management					
Parking Garages	450,662	2,750,754			3,201,416
Total Facilities Management	450,662	2,750,754	0	0	3,201,416
Regional Wastewater Reclamation					
Regional Wastewater Reclamation	33,627,611	100,817,561			134,445,172
Regional Wastewater Reclamation Debt Service		7,500		21,918,926	21,926,426
Total Regional Wastewater Reclamation	33,627,611	100,825,061	0	21,918,926	156,371,598
TOTAL ENTERPRISE FUNDS	39,083,742	105,504,568	0	21,918,926	166,507,236
TOTAL EXPENDITURES / EXPENSES	472,755,122	502,811,717	112,665,691	144,539,075	1,232,771,605

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

SUMMARY OF EXPENDITURES BY FUND AND OBJECT: BUREAU

<u>Fund Group / Bureau</u>	<u>Personnel Services</u>	<u>Operating Expenses</u>	<u>Capital Equipment</u>	<u>Other</u>	<u>Total Expenditures</u>
<u>INTERNAL SERVICE FUNDS ARE FOR INFORMATIONAL PURPOSES ONLY</u>					
<u>INTERNAL SERVICE FUNDS</u>					
Fleet Services	3,628,182	18,296,404			21,924,586
Health Benefits Trust Fund	1,093,700	68,541,684			69,635,384
Risk Management	2,349,510	14,313,579			16,663,089
IT: Computer Hardware Software ISF	4,746,555	14,555,458			19,302,013
Telecommunications	1,570,083	4,020,096			5,590,179
TOTAL INTERNAL SERVICE FUNDS	13,388,030	119,727,221	0	0	133,115,251
TOTAL ALL FUNDS	486,143,152	622,538,938	112,665,691	144,539,075	1,365,886,856

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

**SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2014/2015 - 2016/2017**

Functional Area/Department	Adopted 2014/2015	Adopted 2015/2016	Adopted 2016/2017
<u>General Government Services</u>			
Assessor	146.00	135.00	136.00
Board of Supervisors	22.71	22.25	22.50
Clerk of the Board	16.00	16.00	17.00
Communications Office	12.00	11.00	20.00
County Administrator	12.49	13.25	16.55
Elections	16.00	15.00	44.75
Facilities Management	170.00	166.00	171.00
General Government Services Administration	0.00	0.00	2.00
Finance & Risk Management	195.23	199.25	201.55
Human Resources	33.00	32.00	31.00
Information Technology	151.00	110.00	107.00
Procurement	29.80	29.00	29.75
Recorder	56.00	43.75	64.00
Treasurer	37.50	36.50	35.00
Total General Government Services	897.73	829.00	898.10
<u>Community Resources</u>			
Attractions & Tourism	4.00	4.17	4.25
Community & Economic Development Administration	4.00	4.00	4.00
Community Development & Neighborhood Conservation	26.42	25.00	22.00
Community Services, Employment & Training	132.43	137.70	147.13
County Free Library	385.02	384.11	385.62
Kino Sports Complex	6.98	6.00	6.00
Natural Resources, Parks & Recreation	268.78	268.50	279.95
School Superintendent	14.00	13.50	13.50
Stadium District	40.18	44.75	42.00
Total Community Resources	881.81	887.73	904.45
<u>Health Services</u>			
Behavioral Health	9.00	13.00	13.00
Environmental Quality	45.44	45.00	42.00
Health	283.45	290.00	296.00
Office of Emergency Management & Homeland Security	9.15	10.50	8.50
Pima Animal Care Center	86.00	84.00	93.00
Wireless Integrated Network	0.00	0.00	2.00
Total Health Services	433.04	442.50	454.50
<u>Justice & Law</u>			
Clerk of the Superior Court	220.00	204.50	206.25
Constables	13.00	13.00	13.00
County Attorney	471.00	462.00	459.00
Forensic Science Center	33.00	33.00	32.00
Justice Court Ajo	11.00	11.00	11.00
Justice Court Green Valley	9.50	8.50	9.50
Justice Court Tucson	142.00	131.50	134.00
Juvenile Court	484.39	452.25	446.75
Public Defense Services	247.30	233.85	267.50

PIMA COUNTY FY2016/2017 ADOPTED BUDGET

**SUMMARY OF ADOPTED FULL TIME EQUIVALENT POSITIONS
FISCAL YEARS 2014/2015 - 2016/2017**

Functional Area/Department	Adopted 2014/2015	Adopted 2015/2016	Adopted 2016/2017
Public Fiduciary	34.45	32.85	0.00
Sheriff	1,636.00	1,580.00	1,571.00
Superior Court	665.35	650.50	639.90
Total Justice & Law	3,966.99	3,812.95	3,789.90
<u>Public Works</u>			
Capital Projects	6.00	0.00	0.00
Development Services	63.00	58.00	58.00
Office of Sustainability and Conservation	14.90	14.90	16.90
Project Management Office	0.00	5.00	4.00
Public Works Administration	9.00	11.00	10.00
Real Property Services	18.00	17.00	15.00
Regional Flood Control District	66.00	59.00	58.00
Regional Wastewater Reclamation	475.00	467.00	457.00
Transportation	306.52	292.25	285.75
Total Public Works	958.42	924.15	904.65
Total Functional Areas	7,137.99	6,896.33	6,951.60
<u>Internal Service Funds</u>			
Fleet Services	55.00	53.00	56.00
Health Benefits Trust	15.00	14.00	15.00
IT: Computer Hardware Software ISF	0.00	51.50	54.00
Print Shop	8.00	8.00	0.00
Risk Management	21.00	20.00	21.00
Telecommunications	18.00	18.00	16.00
Total Internal Service Funds	117.00	164.50	162.00
Total All Funds	7,254.99	7,060.83	7,113.60

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

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 2012/2013 and ending with fiscal year 2016/2017. Revenues for fiscal years, 2012/2013, 2013/2014, and 2014/2015 are based on audited actuals. Fiscal years 2015/2016 and 2016/2017 revenues are from the Adopted Budget.

A summary of the total budgeted fiscal year 2016/2017 revenue by fund is shown below, and a Summary of Revenue Changes by Fund, Department, and Category is provided on pages 9-25 through 9-32.

	Total Revenue
General Fund.....	\$ 549,850,853
Attractions & Tourism.....	1,157,388
Capital Projects.....	31,122,589
County Free Library	42,165,971
Debt Service	54,284,900
Development Services	7,588,303
Employment & Training.....	15,994,977
Environmental Quality.....	4,119,086
Fleet Services	20,291,377
Health	20,526,962
Health Benefits Trust Fund	70,942,533
IT Computer Hardware/Software.....	19,461,910
Other Special Revenue Funds	75,002,535
Parking Garages.....	2,362,998
Regional Flood Control District	24,770,779
Regional Wastewater Reclamation	176,557,547
Risk Management.....	16,256,236
Stadium District.....	2,428,275
Telecommunications Fund	5,297,808
Transportation.....	60,347,896
Wireless Integrated Network.....	2,907,686

GENERAL FUND

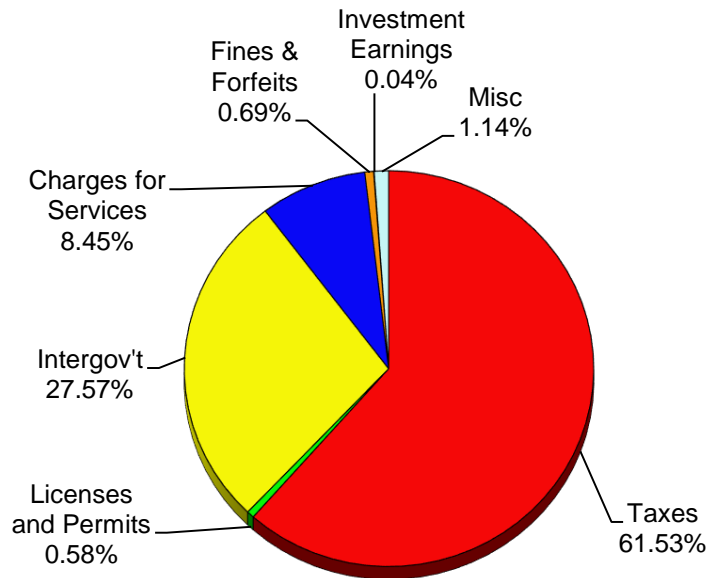
Tax revenues are derived from primary tax levies on real and personal property. The fiscal year 2016/17 taxable net assessed value is \$7,816,699,760, a \$196,338,887 increase over fiscal year 2015/16. The primary tax rate for fiscal year 2016/17 is \$4.2896 per \$100 of net assessed value, a \$0.0981 decrease from fiscal year 2015/16, and less than the truth in taxation rate of \$4.3581. Total budgeted primary property tax collections are \$338,267,342, with current year collections of \$322,951,687, delinquent taxes of \$9,260,500, and interest and penalties on delinquent taxes totaling \$6,055,155. Budgeted tax revenues increase \$957,567 between fiscal year 2015/16 and fiscal year 2016/17 as a net result of the higher net assessed value and the lower tax rate.

Licenses and Permits revenues for fiscal year 2016/17 are \$3,205,600, an increase of \$130,000 over fiscal year 2015/16, reflecting continued increase in local population and nominal income.

Intergovernmental revenues increase \$7,014,768 to \$151,588,844 in fiscal year 2016/17. With continued state and local economic growth, State Shared Sales Tax revenue is anticipated to be \$112,100,000, a \$3,600,000 increase over fiscal year 2015/16. State Shared Vehicle License revenue increases by \$1,400,000 to \$27,000,000, with local population growth and continued high-level new vehicle sales offsetting the statutory 16.25 percent reduction in the tax base each year. State Shared Alcoholic Beverage License revenue decreases by \$21,000 to \$42,000 due to fewer new restaurant and bar business startups. Pima County unincorporated area Transient Lodging Excise Tax revenue decreases \$206,640 as the tax base continues to erode due to the growth in online travel agency and Airbnb bookings, the latter type of bookings often not paying any hotel/motel tax.

Federal Payments in Lieu of Taxes increases by \$1,295,000 assuming U.S. Department of Interior Federal Payment in Lieu of Taxes is reauthorized for federal fiscal year 2016 at the federal fiscal year 2015 appropriation amount. Elections revenues from local governments increase \$540,000 in fiscal year 2016/17 as a result of expected reimbursements from local governments, schools, special districts, and the Pascua Yaqui tribe in fiscal year 2016/17. State reimbursements increase by \$444,109 to \$694,993 because of state reimbursements for primary and general elections as well as retroactive reimbursement for the 2016 Presidential Preference primary election. State revenue for the Sheriff Department decreases \$200,000 as the State of Arizona provides less compensation to Pima County for inmates committing crimes within the County while in state custody. Federal revenue for the Clerk of the Superior Court increases \$109,429 to \$409,429 because of greater funding for Federal Child IV-D child support reimbursement. Other departments anticipate a net increase of \$53,870 in intergovernmental revenues for fiscal year 2016/17.

Fiscal Year 2016/2017



Pima County FY 2016/2017 Adopted Budget

Charges for Services revenues are \$46,486,307 for fiscal year 2016/17, an increase of \$1,293,977 over fiscal year 2015/16. Administrative overhead contributions from Public Enterprises increase \$1,416,291 over fiscal year 2015/16, with increases of \$126,831 for Public Health - Animal Care, \$318,491 for Regional Flood Control, \$559,014 for County Free Library, \$685,415 for Fleet Services, \$274,024 for Transportation, \$186,507 for the Health Benefits Trust Fund, \$194,429 for PCWIN, \$152,703 for the Stadium District and decreases of \$316,218 for Regional Wastewater Reclamation, \$487,679 for Public Works, and \$240,870 for Development Services. Other departments have a net decrease of \$36,356 in administrative overhead contributions.

Charges for Services in the Communications Office increase by \$232,500 due to the addition of the Print Shop. General Government Fees in the Recorder's Office decrease by \$493,660 because fiscal year 2015/16 included reimbursement for the Presidential Preference Election. Court fees in the Clerk of the Superior Court increase by \$58,776 due to anticipated increased activity. Other departments anticipate a net \$80,070 increase in revenue for fiscal year 2016/17.

Fines and Forfeits budgeted in fiscal year 2016/17 are \$3,812,551, a decrease of \$449,285 from fiscal year 2015/16. Clerk of the Superior Court reduced its estimate of forfeits by \$396,805 because of a decrease in forfeitures ordered by judges while fines are expected to increase by \$53,000 based on actual activity in recent years. Fines for Justice Court Green Valley are expected to decrease by \$105,480 because of fewer case filings.

Investment Earnings are \$220,518 in fiscal year 2016/17, a \$24,818 increase over fiscal year 2015/16.

Miscellaneous revenues increase \$125,931 to \$6,269,691 in fiscal year 2016/17. Facilities Management revenue increases \$107,812, due primarily to revenue increases related to the Interagency Advocacy Center and Abrams buildings. Sheriff's Office anticipates a \$20,000 increase in revenue due to additional cell phone reimbursements. Natural Resources, Parks and Recreation revenue increases \$10,100 due to revenue from a new cell tower at Denny Dunn Park. Superior Court Mandated Services revenue increases by \$10,000 due to an increase in reimbursements from lengthy jury trials. Other departments anticipate a net decrease of \$21,981 in miscellaneous revenues for fiscal year 2016/17.

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 9-32.

Note: Other funding sources include operating transfers in of \$12,740,019.

Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Taxes	281,017,488	280,964,835	324,840,243	337,309,775	338,267,342
Licenses & Permits	2,815,691	2,928,017	2,989,430	3,075,600	3,205,600
Intergovernmental	131,983,642	136,012,761	142,421,610	144,574,076	151,588,844
Charges for Services	32,801,652	35,591,995	41,253,272	45,192,330	46,486,307
Fines and Forfeits	4,798,692	4,210,816	3,788,909	4,261,836	3,812,551
Investment Earnings	591,699	286,991	225,232	195,700	220,518
Miscellaneous	11,561,051	7,305,835	6,181,399	6,143,760	6,269,691
Total Revenue	465,569,915	467,301,250	521,700,095	540,753,077	549,850,853

ATTRACTIONS & TOURISM
Special Revenue Fund

Intergovernmental revenues of \$1,026,600 represent hotel/motel taxes designated for economic development and tourism activities. The decrease of \$39,000 from fiscal year 2015/16 reflects a 3.66 percent decrease in hotel and motel occupancy rates due to impacts from online travel agents (OTA) and Airbnb-type private transient lodging sales.

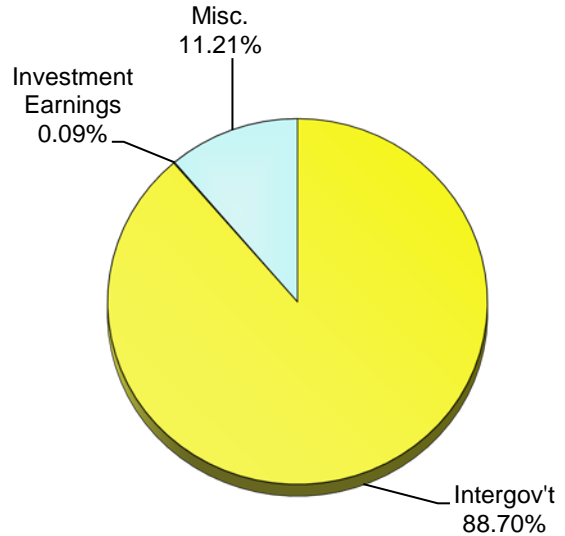
Investment Earnings of \$1,000 are expected from the Treasurer's commingled interest distribution which is based on the department's expected cash balances during the fiscal year.

Miscellaneous represents revenues from seven County leased properties used for recreational and tourism purposes and reimbursements for assisting outside agencies with advertising cooperatives. The \$35,824

decrease from fiscal year 2015/16 reflects a decrease of rent from office space and leased properties.

Note: Other funding sources include an operating transfer of \$1,136,707 from the General Fund to fund nine outside agencies. Prior to fiscal year 2016/17, the department name was Economic Development & Tourism.

Fiscal Year 2016/2017



Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Intergovernmental	1,005,738	1,004,175	976,867	1,065,600	1,026,600
Investment Earnings	2,679	2,092	914	1,000	1,000
Miscellaneous	293,932	292,069	153,700	165,612	129,788
Total Revenue	1,302,349	1,298,336	1,131,481	1,232,212	1,157,388

CAPITAL PROJECTS FUND

Capital Projects Fund

Intergovernmental revenues consist of \$18,033,516 in reimbursements from the Regional Transportation Authority funded by a half-cent excise tax approved by voters in May 2006; \$6,778,242 in state transportation enhancement program funds, grants, and reimbursements and \$2,623,876 in Other Local Government. Changes in revenue from prior year are due to the increases of \$7,004,869 in the RTA sales tax reimbursements, and \$2,545,039 in Other Local Government; and the decrease of \$76,668 in State Revenue.

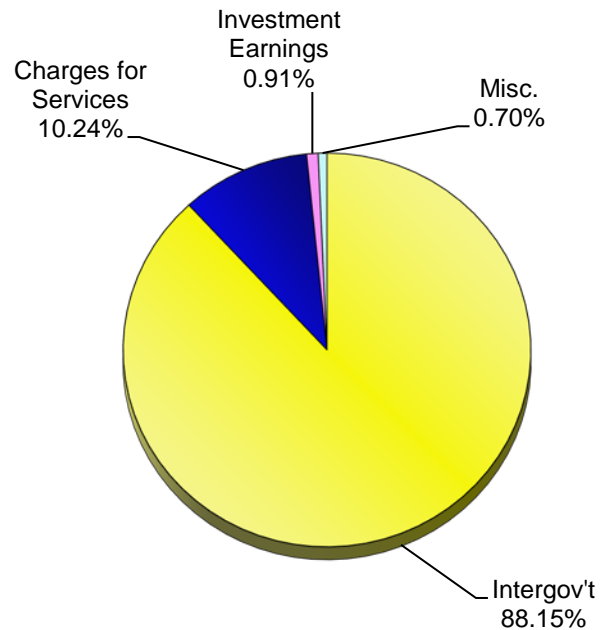
Charges for Services of \$3,186,670 represent impact fees collected for new development and contributions from developers and other outside sources.

Investment Earnings are budgeted at \$283,076 for interest earned on department fund balance and from the Local Government Investment Pool.

Miscellaneous revenues of \$217,209 includes private contributions of infrastructure enhancements from developers which increased \$17,209 from fiscal year 2015/16.

Note: Other funding sources of \$35,681,000, includes general obligation bond proceeds of \$25,681,000 and Transportation Bond proceeds of \$10,000,000. Total operating transfers of \$18,424,464 consist of \$6,863,964 from Regional Flood Control District, \$5,250,000 from Transportation, \$2,635,500 from Transportation Grants, \$2,450,000 from County Free Library, \$1,000,000 from Facilities Renewal Fund, and \$225,000 from Sheriff Special Revenue Funds.

Fiscal Year 2016/2017



Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Intergovernmental	33,358,559	25,037,275	23,037,713	17,962,394	27,435,634
Charges for Services	4,770,271	5,053,566	4,728,535	3,940,800	3,186,670
Investment Earnings	533,499	762,176	502,375	281,316	283,076
Miscellaneous	2,811,222	1,739,644	1,276,140	200,000	217,209
Total Revenue	41,473,551	32,592,661	29,544,763	22,384,510	31,122,589

COUNTY FREE LIBRARY
Special Revenue Fund

Tax revenues are derived from a secondary tax levy on real property and personal property. The fiscal year 2016/17 taxable net assessed value is \$7,816,699,760 which amounts to an increase of \$196,338,887 or 2.58 percent from the fiscal year 2015/16 valuation. The tax rate for fiscal year 2016/17 is \$0.5153 per \$100 of net assessed value, which remains the same as fiscal year 2015/16. Total secondary property tax collections are budgeted at \$39,877,071, with current year collections of \$38,795,171 and delinquent taxes of \$1,081,900. (The current year collections reflect expected collection rates.)

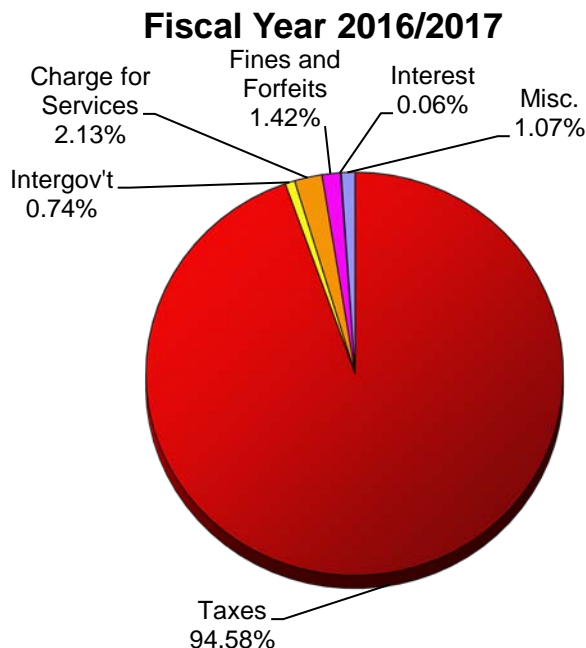
Intergovernmental revenues consist of \$238,900 in federal and state grants for various library projects and \$75,000 for various expense reimbursements from the city of Tucson. The \$326,100 decrease from fiscal year 2015/16 is due to reduced expense reimbursements from various grants.

Charge for Services consists of collections from the FCC E-Rate Program. Due to the uncertainty of collections, revenues were not included in the adopted numbers in prior fiscal years. However, revenue actuals were reported in Miscellaneous for fiscal years 2012/13 and 2013/14. Revenues from the E-Rate Program are anticipated to increase due to additional reimbursements from replacing older Priority 2 equipment.

Fines and Forfeits represent library fines and are projected to remain the same for fiscal year 2016/17.

Investment Earnings represent interest from the Treasurer’s commingled interest distribution.

Miscellaneous revenues represent collections, donations, and non-government grants. Revenues from donations are anticipated to decrease in fiscal year 2016/17 due to a large one-time donation received in fiscal year 2015/16.



Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Taxes	28,078,352	28,225,492	32,690,512	38,728,388	39,877,071
Intergovernmental	448,771	309,775	220,962	640,000	313,900
Charge for Services			458,595	520,000	900,000
Fines and Forfeits	597,889	524,252	557,197	600,000	600,000
Investment Earnings	99,367	33,931	17,511	25,000	25,000
Miscellaneous	633,955	960,224	815,703	555,000	450,000
Total Revenue	29,858,334	30,053,674	34,760,480	41,068,388	42,165,971

DEBT SERVICE
Debt Service Fund

Property Tax revenues are derived from a secondary tax levy on real property and personal property. The fiscal year 2016/17 taxable net assessed value is \$7,816,699,760, which amounts to an increase of \$196,338,887 over the fiscal year 2015/16 statutory valuation. The tax rate for fiscal year 2016/17 is \$0.7000 per \$100 of net assessed value. This is unchanged from the fiscal year 2015/16 rate. Total secondary property tax collections are budgeted at \$54,189,900, with current year collections of \$52,700,600 and delinquent taxes of \$1,489,300. (The current year collections reflect expected collection rates.)

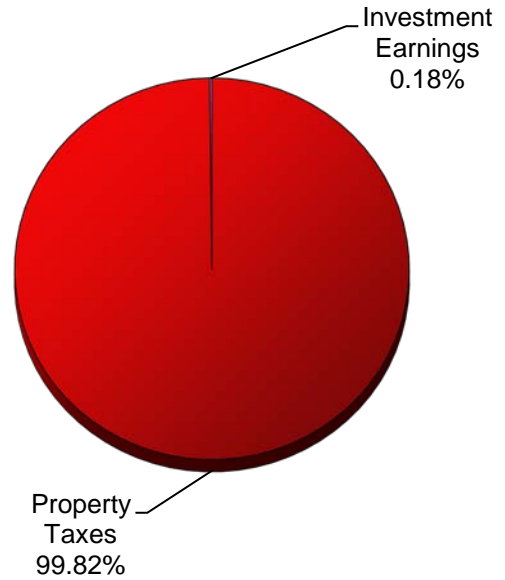
Intergovernmental revenues are derived from federal, state, and city in lieu payments.

Investment Earnings are from Local Government Investment Pool interest.

Miscellaneous revenues in fiscal years 2013/14 and 2014/15 are refunded bond issuance costs.

Note: Other funding sources include operating transfers in from County Free Library of \$98,916, Development Services of \$15,955, Fleet Services of \$2,488,452, General Fund of \$13,579,760, Health of \$57,672, Health-PACC of \$19,527, Parking Garages of \$641,450, Regional Flood Control of \$77,568, Regional Wastewater Reclamation of \$24,302,134, Risk Management of \$26,568, Stadium District of \$11,527, Telecommunications of \$16,720 and Transportation of \$19,224,299.

Fiscal Year 2016/2017



Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Property Taxes	63,317,121	58,737,235	53,163,933	52,855,727	54,189,900
Intergovernmental	23,025	14,011	11,530		
Investment Earnings	334,275	295,074	181,226		95,000
Miscellaneous		12,950	11,660		
Total Revenue	63,674,421	59,059,270	53,368,349	52,855,727	54,284,900

DEVELOPMENT SERVICES

Enterprise Fund

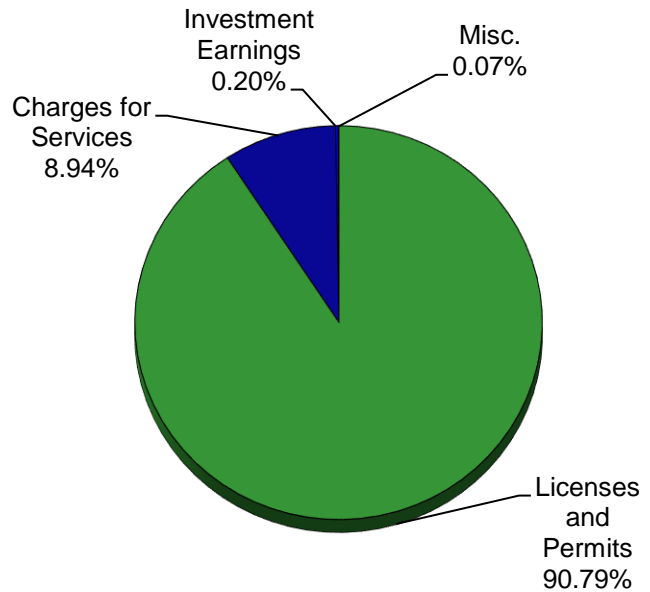
Licenses and Permits includes \$6,890,071 of building permit fees. The \$720,511 increase is due primarily to an anticipated increase in construction activity along with a 2% increase in fees.

Charges for Services include \$333,110 for development review fees; \$345,122 for planning and zoning review fees.

Investment Earnings of \$15,000 are expected in fiscal year 2016/17.

Miscellaneous revenues of \$5,000 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.

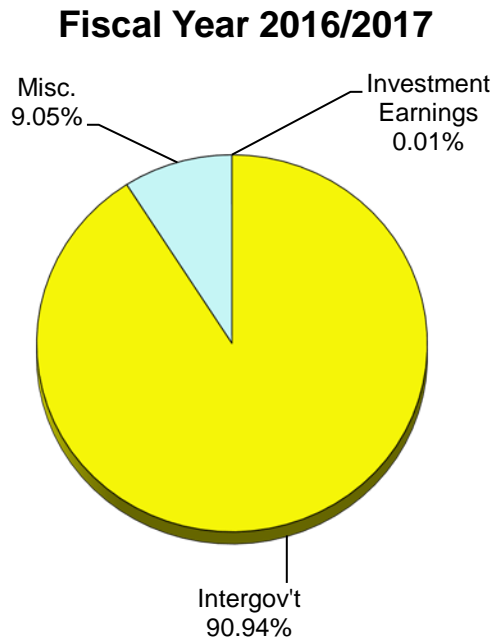
Fiscal Year 2016/2017



Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Licenses and Permits	5,873,656	6,942,747	5,768,633	6,169,560	6,890,071
Charges for Services	645,623	609,917	555,642	798,344	678,232
Investment Earnings	18,256	17,459	15,139	15,000	15,000
Miscellaneous	59,773	54,701	37,807	4,674	5,000
Total Revenue	6,597,308	7,624,824	6,377,221	6,987,578	7,588,303

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 levels and population increases. Amounts received fluctuate from year to year. The decrease from fiscal year 2015/16 to fiscal year 2016/17 of \$2,222,176 was primarily due to an anticipated decrease of \$2,209,027 in federal grants.



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 revenues are primarily other non-government grants, which are anticipated to increase in fiscal year 2016/17 and donations, both of which vary widely from year to year.

Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Intergovernmental	13,894,994	11,594,893	12,065,455	16,767,364	14,545,188
Investment Earnings		661	1,580	629	1,500
Miscellaneous	835,122	1,129,821	1,108,640	734,778	1,448,289
Total Revenue	14,730,116	12,725,375	13,175,675	17,502,771	15,994,977

ENVIRONMENTAL QUALITY
Special Revenue Fund

Licenses and Permits revenues include \$1,314,160 from air quality inspection and application fees, and \$833,950 from review and inspection of water, septic, and sewer plans and systems.

Intergovernmental revenues consist of \$1,100,000 in state tire recycling program payments, \$627,446 in federal grants, and \$192,000 in state program funding and grants.

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 2015/16 and 2016/17.

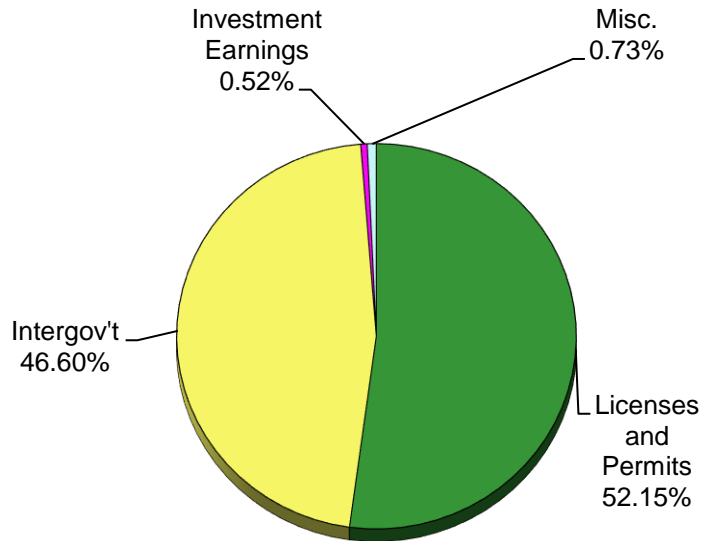
Investment Earnings of \$21,370 are expected in fiscal year 2016/17 from the Local Government Investment Pool.

Miscellaneous revenues include \$16,110 from TAA well monitoring and \$13,550 from activity permits, well permits, requests for public records, and cell phone reimbursements. Also included is \$500 for expected late fees and interest on late fees.

Note: Other department funding sources include operating transfers from the General Fund of \$434,955 to fund air quality programs and of \$245,515 to fund the Wildcat Dump Program.

Note: After adoption of the fiscal year 2013/14 Budget, solid waste services were privatized and the solid waste functions became part of the Environmental Quality department, including the Tire Program Management special revenue fund. The history of fiscal years through FY 2013/14 includes the Solid Waste special revenue fund, which has no planned future revenues or expenditures.

Fiscal Year 2016/2017



Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Licenses and Permits	2,278,363	2,138,915	2,138,016	2,365,700	2,148,110
Charges for Services	3,578,205	35,380			
Intergovernmental	2,406,040	1,949,635	1,993,478	1,980,029	1,919,446
Fines and Forfeits	1,925	166,720	420		
Investment Earnings	34,141	25,274	19,053	23,000	21,370
Miscellaneous	61,462	158,357	87,382	8,090	30,160
Total Revenue	8,360,136	4,474,281	4,238,349	4,376,819	4,119,086

FLEET SERVICES
Internal Service Fund

Intergovernmental revenues represent \$3,500 in revenue from maintenance provided to other government agencies. This remains unchanged from fiscal year 2015/16. Beginning in fiscal year 2014/15, the County discontinued the fuel agreements with other government agencies.

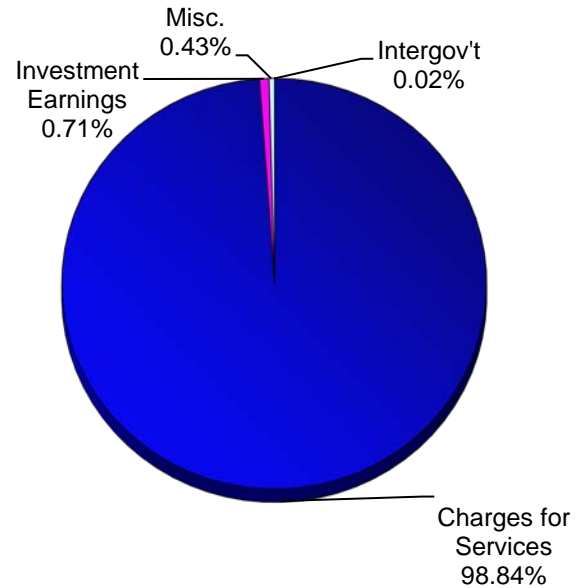
Charges for Services revenues include \$17,556,377 in fees received from other County departments for the use of vehicles and for the cost of fuel, parts, and normal maintenance for County equipment. Revenues also include \$2,500,000 in charges for repairs outside of normal maintenance and adding specialized equipment to vehicles such as Sheriff Department patrol cars and SUVs. The

fiscal year 2016/17 Adopted Budget includes rate increases of \$380,664 primarily for replacing older vehicles and equipment owned by departments other than Fleet. Services and increases of \$200,000 for anticipated special equipment additions. Increases in fiscal years 2012/13 and 2013/14 were due to higher fuel costs, maintenance, and depreciation. In fiscal year 2014/15 the County changed to a fixed monthly vehicle charge plus actual fuel charges, replacing the average cost per mile with a minimum usage charge.

Investment Earnings of \$145,000 are expected from the Treasurer's commingled interest distribution an increase of \$63,500 from the fiscal year 2015/16 Adopted Budget.

Miscellaneous revenue includes \$86,500 from insurance companies and individuals for accident related repairs to County vehicles, metal recycling, expense reimbursements and auction proceeds. Revenues are anticipated to decrease for fiscal year 2016/17 primarily due to fewer vehicles and equipment auctions and insurance reimbursements.

Fiscal Year 2016/2017



Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Intergovernmental	1,322,178	1,266,182	1,021,884	3,500	3,500
Charges for Services	21,550,140	23,712,711	19,609,891	19,475,713	20,056,377
Investment Earnings	24,025	223,847	151,237	81,500	145,000
Miscellaneous	217,694	238,356	105,732	206,500	86,500
Capital Contributions	162,981	216,610	145,966		
Total Revenue	23,277,018	25,657,706	21,034,710	19,767,213	20,291,377

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.

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.

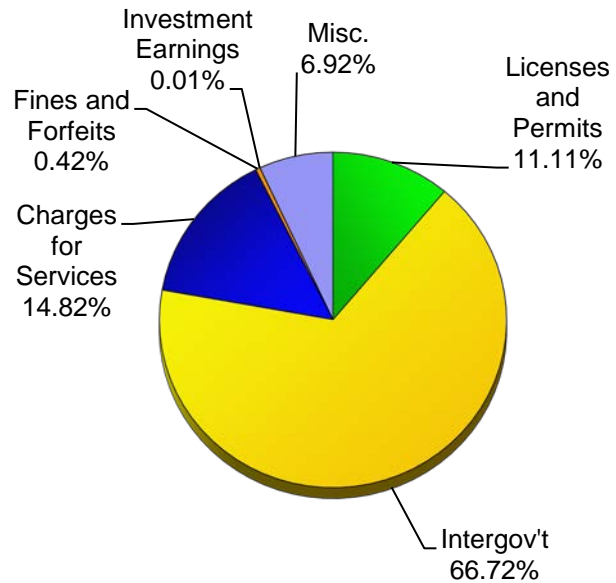
Fines and Forfeits include city court fines, animal control citations, and penalties for late licensing.

Investment Earnings is interest earned on department fund balances. The amount budgeted for fiscal year 2016/17 represents investment earnings on Pima Animal Care Center donations.

Miscellaneous revenues include donations, postage, copying services, bad check collections, stale dated warrants, and local program funding. Increased non-government grant funding is budgeted for fiscal year 2016/2017.

Note: Other funding sources include General Fund support for Health of \$12,457,367.

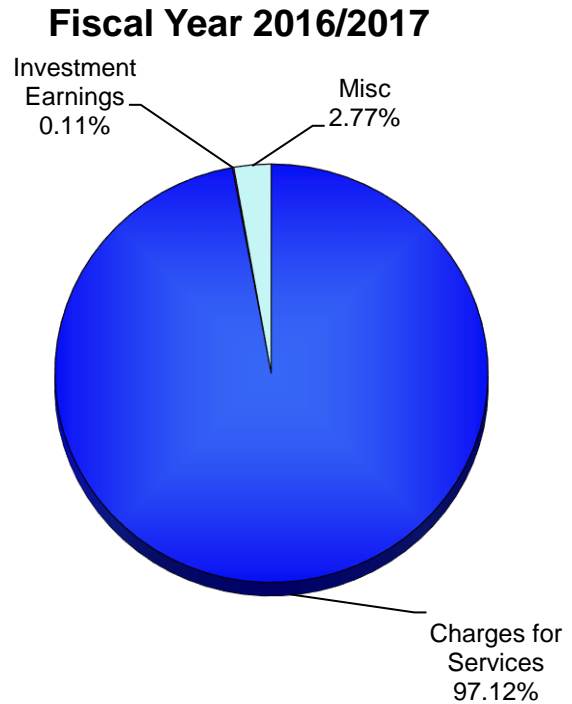
Fiscal Year 2016/2017



Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Licenses and Permits	2,225,673	2,233,360	2,167,227	2,280,000	2,280,000
Intergovernmental	11,265,323	11,403,330	14,339,708	13,998,069	13,696,158
Charges for Services	2,626,937	2,570,096	2,228,346	3,036,780	3,042,109
Fines and Forfeits	160,765	141,398	113,813	83,866	86,470
Investment Earnings	8,483	11,005	13,265		2,000
Miscellaneous	609,353	578,214	1,045,513	749,464	1,420,225
Total Revenue	16,896,534	16,937,403	19,907,872	20,148,179	20,526,962

HEALTH BENEFITS TRUST FUND
Internal Service Fund

Charges for Services include \$18,197,849 from employee contributions and premium payments, and \$50,701,794 from Pima County employer contributions to the fund. Compared to the fiscal year 2015/2016 Adopted Budget employee contributions are up \$998,949, and employer contributions are up \$4,842,994, primarily due to employees being required to convert from the Preferred Provider Organization (PPO) plan option to the Health Savings Account/High Deductible Health Plan (HSA/HDHP) plan because of the elimination of the PPO plan option. Also included in the employer contributions is an additional \$1.26 million for a Healthy Lifestyle Premium Discount (HLPD); the employee contributions includes the offsetting reduction. 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 2016/2017 are estimated to be \$75,690, an increase of \$10,790 due to increased cash balances and to accumulation for the required cash reserve.

Miscellaneous revenues in fiscal year 2016/2017 are estimated to be \$1,967,200 from stop loss reimbursements, insurance rebates, and refunds. This is an increase of \$191,200 due to the impact of stop loss reimbursements for large claims and higher insurance rebates.

Note: Pima County has been strategically working on long-term approaches to reduce the rising costs while still providing comprehensive healthcare for County employees. It became a financially sound decision to transition to a self-insurance model for County medical coverage via an internal service fund. This new internal service fund began July 1, 2013.

By law, the fund must have a funded reserve for claims. The fund received a \$3,500,000 short-term loan in fiscal year 2013/2014 from the PHS Transition Fund which was repaid by the end of fiscal year 2013/2014 and a loan of \$10,000,000 from the Self-Insurance Reserve Fund which will be repaid as funds become available from operations. A second payment of \$3,300,000 is budgeted in fiscal year 2016/2017.

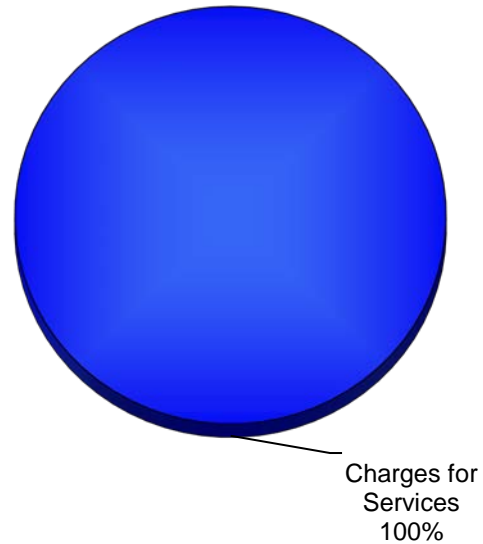
Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Charges for Services	(1)	63,030,900	61,873,738	63,057,700	68,899,643
Investment Earnings		59,359	72,648	64,900	75,690
Miscellaneous		1,271,952	2,158,354	1,776,000	1,967,200
Total Revenue	(1)	64,362,211	64,104,740	64,898,600	70,942,533

IT COMPUTER HARDWARE SOFTWARE
Internal Service Fund

Charges for Services are \$19,461,910 for charges to all County departments including \$2,614,890 for enterprise software licensing, \$9,331,524 for leased or purchased hardware, and \$7,515,496 for server and software storage. The purchase and leasing of computer hardware and software are being centralized for the benefit of large negotiated purchasing and leasing programs; savings will be realized by promoting uniformity and comparability in computers and related hardware across the County.

Note: Pima County has been dealing with the issue of increasing costs and diversity of equipment and software programs among the many functions and departments of the County. Lack of uniformity and the inability to communicate efficiently between systems has caused undue attention and work by the staffs supporting them. Centralized acquisition and control of all the digital information systems in the County provides savings and efficiencies that result in reduced cost and cash flow requirements over time. This new fund was approved by the Board of Supervisors on November 18, 2014.

Fiscal Year 2016/2017



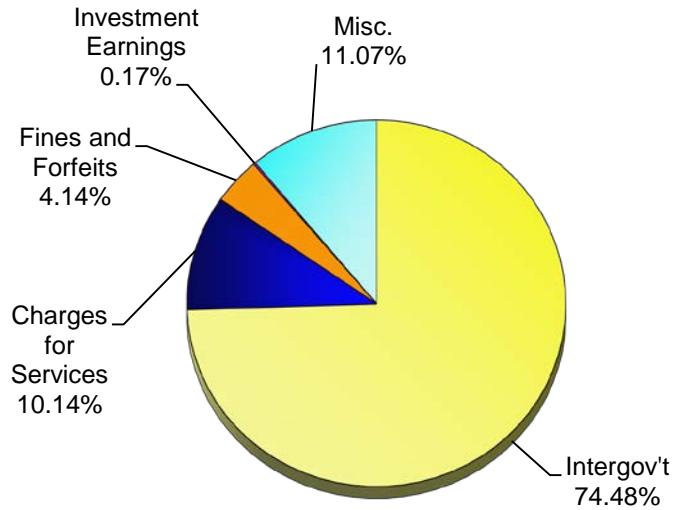
Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Charges for Services				17,190,775	19,461,910
Total Revenue				17,190,775	19,461,910

OTHER SPECIAL REVENUE FUNDS

Special Revenue Fund

Intergovernmental revenues consist of federal and state funds received under the County Administrator Grants \$1,427,561; Clerk of the Superior Court - Child Support Incentive \$26,042; Community Development & Neighborhood Conservation – Grants \$5,353,546; Finance Grants Management \$6,000,000; Juvenile Court State Funds \$7,778,763; Juvenile Title IV-E \$105,000; Juvenile Court Grants \$749,074; Office of Emergency Management & Homeland Security – Grants \$1,756,549; Behavioral Health - OMS Grants \$784,314; County Attorney - Victim Witness Comp \$123,181; County Attorney - Fill the Gap \$429,960; County Attorney - Law Enforcement Antiracketeering \$70,000; County Attorney - Employer Sanctions \$100,000; County Attorney Special Revenue \$415,432; PCA DTAP Contribution SR \$50,000; County Attorney Grants \$4,844,135; Public Defender Fill the Gap \$252,000; Legal Defender Training Fund \$22,000; Public Defender Training Fund \$56,000; Parks & Recreation Grants \$356,500; Superior Court - Fill the Gap \$1,200,000; Superior Court AOC Appropriated Funds \$10,649,531; Superior Court Grants \$1,222,008; Sheriff - Law Enforcement Enhancement \$100,000; Sheriff Criminal Justice Enhancement \$700,000; Sheriff Grants \$5,888,204; School Reserve Fund \$1,584,000; and Transportation Grants 3,815,164. The decrease in revenue from fiscal year 20115/16 Adopted Budget is \$15,087,049 or 21.27%, resulting primarily from reductions in Sheriff's Department grants and Transportation Grants.

Fiscal Year 2016/2017



Charges for Services revenues include fees collected by the Clerk of the Superior Court - Document Storage & Retrieval \$468,633; Clerk of the Superior Court - Time Pay Fees \$286,212; Forensic Science Center Special Revenue \$25,000; JC Ajo Court Automation Fund \$16,000; JCG Address Confidentiality Fee \$24,800; JCT \$1 allocation SB1398 \$715,000; Juvenile Probation Services \$227,929; Natural Resources Parks and Recreation Special Programs \$112,291; Recorder Document Storage & Retrieval \$702,000; Superior Court Conciliation \$535,500; Superior Court County Law Library \$260,000; Superior Court Probation Services \$2,164,623; Superior Court Local Court Automation Fund \$361,162; Superior Court Child Support Visitation \$100,000; Sheriff Commissary Operations \$1,520,000; and the Taxpayer Information Fund \$85,000. The decrease in revenue from fiscal year 20115/16 Adopted Budget is \$3,301,824 or 30.28%, resulting primarily from moving OEM Radio System Special Revenue Fund to Wireless Integrated Network.

Fines and Forfeits revenues consist of forfeiture funds and fines received by the Justice Court Ajo Special Revenue \$1,000; Justice Court Green Valley Special Revenue \$2,000; JCT \$1 allocation SB1398 \$100,000; Juvenile Court Victim Restitution \$8,000; County Attorney - Victim Witness Comp \$20,000; County Attorney - Law Enforcement Antiracketeering \$2,750,000; County Attorney - Bad Check Program \$164,000; and PCA Deferred Comp SR \$60,000. The decrease in revenue from fiscal year 20115/16 Adopted Budget is \$261,000 or 7.75%, resulting primarily from reductions in County Attorney - Law Enforcement Antiracketeering.

Investment Earnings are from the Local Government Investment Pool and commingled interest allocation for the Clerk of the Superior Court - Time Pay Fees \$14,600; Clerk of the Superior Court - Time Pay Fees \$1,510; Elections Grants \$1,250; Facilities Management - Facilities Renewal \$3,573; Forensic Science Center Special Revenue \$300; Juvenile Court State Funds \$1,132; Juvenile Probation Services \$3,469; Juvenile Court Victim Restitution \$400; Juvenile Title IV-E \$7,038; County Attorney - Consumer Protection \$10,500; County Attorney - Fill the Gap \$4,300; County Attorney - Victim Restitution \$5,000; Public Defender Fill the Gap \$1,200; Legal Defender Training Fund \$150; Public Defender Training Fund \$200; Parks & Recreation Grants \$3,000; Recorder Document Storage & Retrieval \$3,400; Superior Court Conciliation \$1,150; Superior Court County Law Library \$2,600; Superior Court Probation Services \$5,000; Superior Court Local Court Automation Fund \$4,700; Superior Court Probate \$100; Superior Court Child Support Visitation \$500; Sheriff Criminal Justice Enhancement \$9,000; Taxpayer Information Fund \$1,000; County Attorney – Bad Check Program \$300; County Attorney – Employer Sanctions \$3,000; and County Attorney – Law Enforcement Antiracketeering \$35,000. Budgeted interest decreased from fiscal year 2015/16 by \$37,589 or 22.65% due to lower fund balances overall.

Miscellaneous revenues include funds paid to Community Development & Neighborhood Conservation - Grants \$380,971; Facilities Management - Facilities Renewal \$2,582,567; Forensic Science Center Special Revenue \$35,000; Juvenile Court Victim Restitution (\$5,000); Juvenile Court Grants \$200,000; County Attorney - Victim Witness Comp \$100,000; County Attorney - Law Enforcement Antiracketeering \$1,000,000; PCA DTAP Contribution SR \$4,000; Public Defender Training Fund \$500; Natural Resources Parks and Recreation Special Programs \$2,871,500; Superior Court Conciliation \$2,000; Superior Court County Law Library \$40,000; Superior Court Probation Services \$48,511; Sheriff Criminal Justice Enhancement \$730,000; School Reserve Fund \$300,000; and Taxpayer Information Fund \$16,000. The \$655,793 or 8.57% increase from fiscal year 2015/16 is primarily due to anticipated increases in Natural Resources Parks and Recreation Special Programs.

Note: The following table presents Other Special Revenue Funds, excluding Attractions & Tourism in the amount of \$1,157,388 and Wireless Integrated Network in the amount of \$2,907,686. These funds are shown elsewhere in this section. Total Other Special Revenue Funds and Grants, as presented on the Summary of Revenues by Fund and Category page 8-11, includes these revenue sources. The total revenues of Other Special Revenue Funds for fiscal year 2016/17 is \$79,067,609.

Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Intergovernmental	56,546,420	50,952,301	45,711,656	70,946,373	55,858,964
Charges for Services	8,400,541	9,899,771	10,106,766	10,905,974	7,604,150
Fines and Forfeits	4,343,799	3,608,790	5,047,879	3,366,000	3,105,000
Investment Earnings	389,259	191,813	150,721	165,961	128,372
Miscellaneous	6,052,128	6,058,225	5,239,383	7,650,256	8,306,049
Total Revenue	75,732,147	70,710,900	66,256,405	93,034,564	75,002,535

PARKING GARAGES

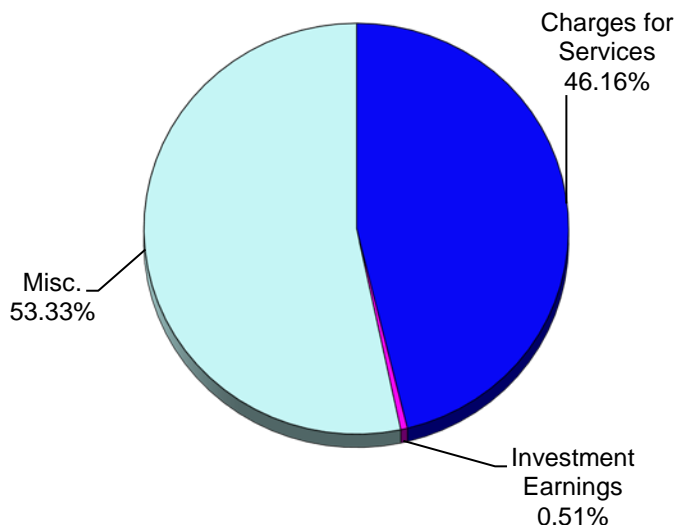
Enterprise Fund

Charges for Services revenues include \$259,140 from charging County departments for parking fleet vehicles in County owned parking facilities and \$252,252 in bus pass collections from County Employees. \$579,338 Daily garage parking use receipts are now being budgeted in facility fees. These fees were budgeted in miscellaneous operating revenue prior to fiscal year 2014/15. Prior to fiscal year 2014/15 bus pass revenues were budgeted in Human Resources.

Investment Earnings of \$12,132 are from the Treasurer's commingled interest distribution.

Miscellaneous revenues are monthly parking fees/rents from eight parking garages, three parking lots, and one retail space 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, Pennington Street parking garage, Public Service Building parking garage and adjacent retail space, Old Courts Building parking lot, 200 N Stone Avenue parking lot, and Sixth Avenue and Broadway parking lot. Miscellaneous revenues decreased primarily due to the delay in opening of the retail space adjacent to the new Public Service Building parking garage that opened in August 2015 and adjustment of revenue expectations for the new parking garage, based on first year operations.

Fiscal Year 2016/2017

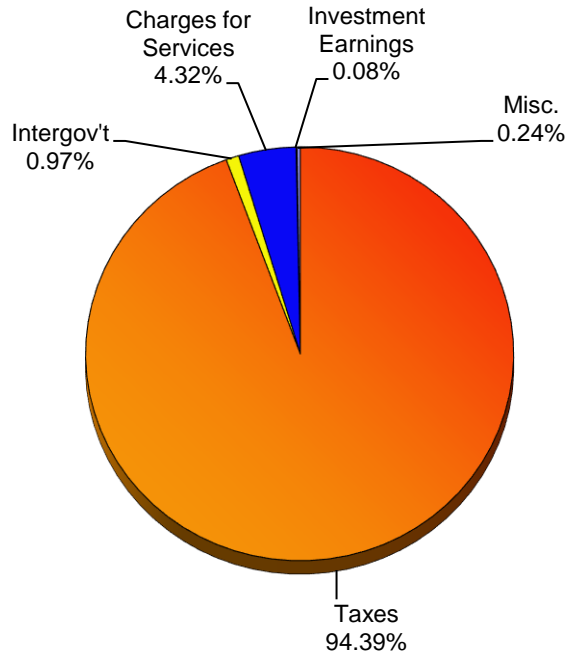


Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Charges for Services	263,833	501,533	1,090,837	1,139,818	1,090,730
Investment Earnings	27,386	23,478	14,301	12,132	12,132
Miscellaneous	1,966,641	1,859,633	1,184,766	1,879,699	1,260,136
Total Revenue	2,257,860	2,384,644	2,289,904	3,031,649	2,362,998

REGIONAL FLOOD CONTROL DISTRICT
Special Revenue Fund

Tax revenues are derived from a secondary tax levy on real property. The fiscal year 2016/17 taxable net assessed value of real property is \$7,089,459,732, which is an increase of \$172,258,750 or 2.5 percent over the fiscal year 2015/16 final valuation. The tax rate for fiscal year 2016/17 is \$0.3335 per \$100 of taxable net assessed value and is an increase of \$0.0200 over the rate used in fiscal year 2015/16. Total secondary property tax collections are budgeted at \$23,381,097 with current year collections of \$22,744,097 and delinquent taxes of \$637,000. (The current year collections reflect expected collection rates.)

Fiscal Year 2016/2017



Intergovernmental revenue for fiscal year 2016/17 is budgeted at \$239,970 primarily from a Federal EPA grant for the Living River Project and a Federal Environmental Management Agency (FEMA) grant for Upper Santa Cruz Risk Mapping.

Charges for Services revenue for fiscal year 2016/17 is primarily the Army Corps of Engineers compensatory in-lieu fee program of \$1,000,000 for the Canoa Ranch project. The additional \$70,000 is divided between Riparian Habitat Mitigation in Lieu fees for \$30,000 and in lieu of detention/retention fees for \$40,000.

Licenses and Permits of \$1,100 are expected in fiscal year 2016/17 from floodplain management, water resources, planning and development permits.

Investment Earnings of \$19,767 are expected in fiscal year 2016/17 from the Local Government Investment Pool.

Miscellaneous revenues include \$55,000 from rentals of property, \$3,520 from other operations, and \$325 collected from nonsufficient funds and late interest fees.

Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Taxes	19,111,261	17,787,780	20,545,314	21,426,065	23,381,097
Intergovernmental	66,247	125,999	106,456	310,500	239,970
Charges for Services	164,673	3,223,691	245,417	1,070,000	1,070,000
Licenses and Permits	1,125	1,485	1,965	1,100	1,100
Investment Earnings	126,105	43,584	47,867	25,045	19,767
Miscellaneous	83,649	85,198	79,038	55,345	58,845
Total Revenue	19,553,060	21,267,737	21,026,057	22,888,055	24,770,779

REGIONAL WASTEWATER RECLAMATION
Enterprise Fund

Licenses and Permits revenues of \$20,000 are initial application fees for industrial users of wastewater treatment systems.

Charges for Services consist of sewer user fees of \$158,174,599 which is a decrease of \$10,213,465, and sewer connection fees of \$11,572,094 which is a decrease of \$1,976,881, with the decreases of each due to the Board of Supervisors rejection of proposed 3% rate increases that had been included in the fiscal year 2015/16 Adopted Budget. Sanitation fees of \$310,000 and small construction activity permits of \$120,000 are unchanged from prior fiscal year. Interdepartmental revenue of \$20,000 is an increase of \$8,000.

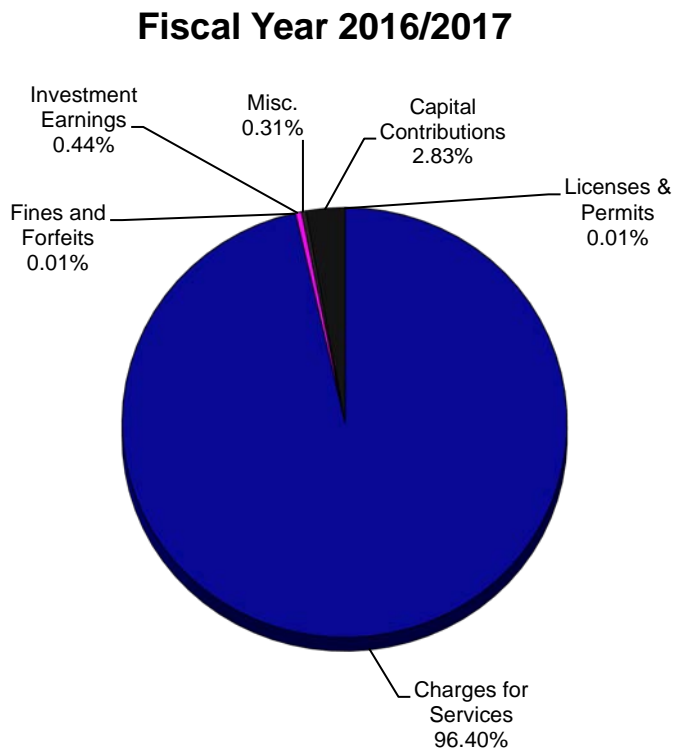
Fines and Forfeits consist of industrial pretreatment fines of \$5,000 assessed against various commercial customers of Wastewater Reclamation with minimal fines and settlements anticipated.

Investment Earnings of \$781,000 are unchanged from prior fiscal year.

Miscellaneous revenue consists of new contracts of \$503,670 with CH2M Hill and with University of Arizona for the WEST Center for utilities and building maintenance reimbursements; developer reimbursements and map fees of \$50,000; and interest penalties on connection fees and rental property of \$1,184.

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 of \$65,000,000 include Sewer System Revenue Obligations proceeds of \$45,000,000, and certificates of participation proceeds of \$20,000,000 via an Operating Transfer.



Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Licenses and Permits	12,175	19,575	29,974	20,000	20,000
Charges for Services	156,529,177	171,577,665	172,563,998	182,379,039	170,196,693
Fines and Forfeits	8,769	27,477	2,997	5,000	5,000
Investment Earnings	885,132	1,142,232	859,170	781,000	781,000
Miscellaneous	339,079	1,414,191	445,724	140,250	554,854
Capital Contributions	3,564,417	6,807,670	5,390,747	5,000,000	5,000,000
Total Revenue	161,338,749	180,988,810	179,292,610	188,325,289	176,557,547

RISK MANAGEMENT

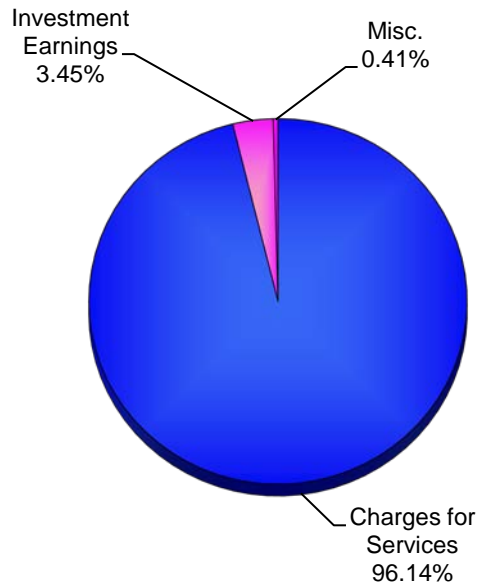
Internal Service Fund

Charges for Services revenues include Self Insurance Reserve premium payments from departments which cover occupational medical management \$5,068,549, liability \$8,597,124, unemployment insurance \$269,985, environmental damage \$319,449, and property damage \$1,374,259. 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 \$560,319 are expected from the Local Government Investment Pool for the Trust Fund Reserve and market adjustments.

Miscellaneous revenues include property rent, restitution, judgments, and County reimbursement payments.

Fiscal Year 2016/2017



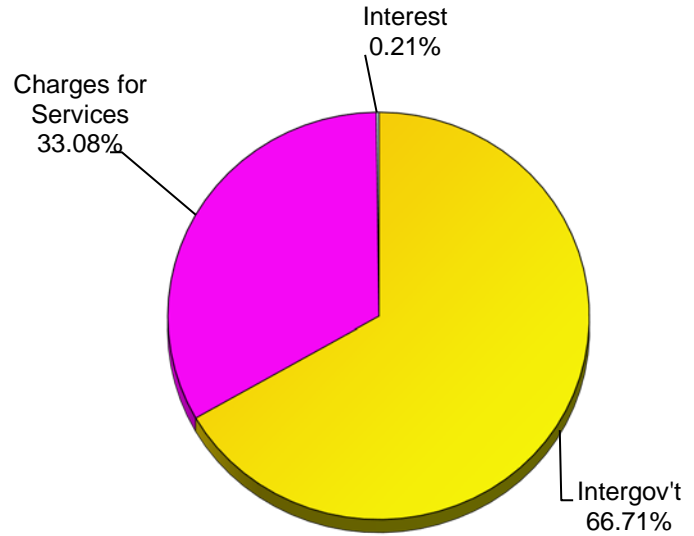
Note: Other funding sources include an operating transfer in of \$3,300,000 from the Health Benefits Trust Fund for loan repayment.

Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Charges for Services	16,412,130	15,484,673	17,138,016	15,623,235	15,629,366
Investment Earnings	261,954	926,570	530,504	844,832	560,319
Miscellaneous	143,872	86,788	57,655	97,818	66,551
Total Revenue	16,817,956	16,498,031	17,726,175	16,565,885	16,256,236

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 \$1,475,000 for car rentals and at \$145,000 for recreational vehicle space surcharges. The increase of \$57,000 from fiscal year 2015/16 is based on Arizona Department of Revenue projections. The fiscal year 2016/17 car rental surcharge revenue is expected to increase by \$52,000 from the fiscal year 2015/16 Adopted Budget. The fiscal year 2016/17 RV space surcharge revenue is expected to increase \$5,000 from the fiscal year 2015/16 Adopted Budget and is due to increased travel due to continued lower fuel prices.

Fiscal Year 2016/2017



Charges for Services revenues represent fees received for the use of the Stadium's facilities for various sports leagues, tournaments, meetings, fundraisers, and parties. The decrease of \$127,887 is primarily due to estimating revenue discounts to event organizers beginning in fiscal year 2016/17.

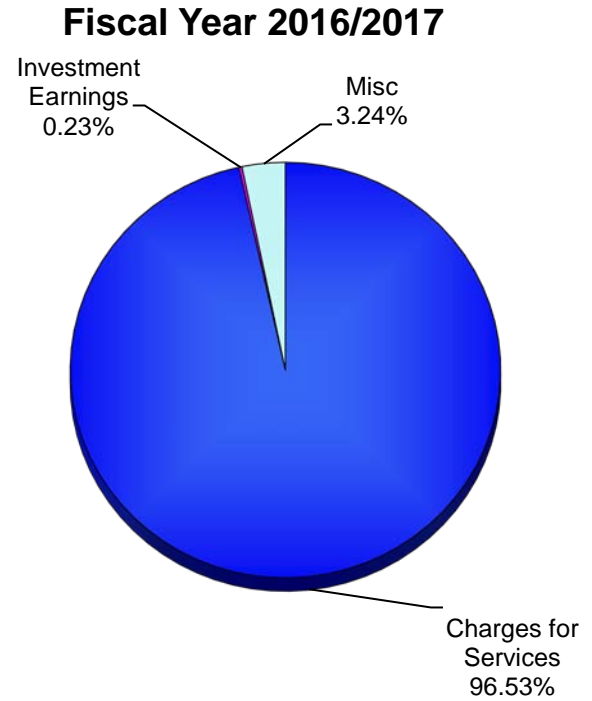
Investment Earnings of \$5,000 are expected from the Treasurer's commingled interest distribution.

Note: Other funding sources include operating transfers from the General Fund for the following: \$2,180,760 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; \$1,177,931 for continued support to subsidize the operation and maintenance of the Kino Sports Complex. Additional funding includes \$189,602 from the Regional Flood Control District for operation of the Kino Ecosystem Restoration Project and \$35,299 from the Regional Wastewater Reclamation Department for Reclaimed Water Subsidy.

Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Intergovernmental	1,535,166	1,511,582	1,521,396	1,563,000	1,620,000
Charges for Services	935,971	1,149,893	958,218	931,162	803,275
Investment Earnings	22,701	8,196	4,826	10,000	5,000
Miscellaneous	4,469	3,990	1,653		
Total Revenue	2,498,307	2,673,661	2,486,093	2,504,162	2,428,275

TELECOMMUNICATIONS FUND
Internal Service Fund

Charges for Services include combined basic telephone and network infrastructure charges (IT Telecom) of \$4,766,664, and wireless radio maintenance and repair charges (IT Wireless Services) of \$347,004. The IT Telecom charges are down due to departments reducing the number of ports and the IT Wireless Services charges are unchanged for a net decrease of \$105,476 from the fiscal year 2015/2016 Adopted Budget. In fiscal year 2014/2015 there was a significant decrease in revenue from charges for services in the IT Telecommunications Internal Service Fund due to the replacement of the legacy wireless system by the new Pima County Wireless Integrated Network (PCWIN) emergency radio system as of March 2014, which is now a separate department of the County. This fund continues to provide repair and maintenance on the new mobile radios.



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

Miscellaneous revenues are for weather radio transmitter maintenance and fees from non-County users of radios.

Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Charges for Services	5,409,182	6,171,467	5,132,369	5,219,144	5,113,668
Investment Earnings	19,454	9,467	11,977	9,136	12,400
Miscellaneous	87,384	51,660	103,970	145,920	171,740
Total Revenue	5,516,020	6,232,594	5,248,316	5,374,200	5,297,808

TRANSPORTATION
Special Revenue Fund

Licenses and Permits revenues include \$1,152,500 in permits and inspection fees, and for the use of rights of way. The increase of \$31,500 over fiscal year 2015/16 is due to estimating permits in Licenses and Permits rather than Charges for Services.

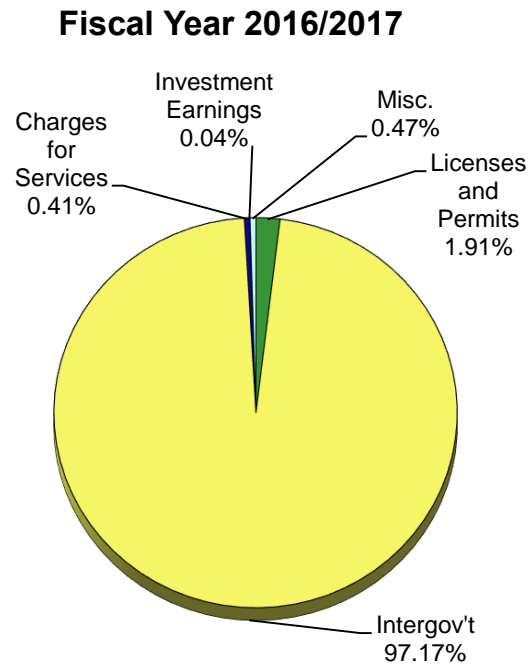
Intergovernmental revenues consist primarily of \$45,250,000 in Highway User Revenue Funds (HURF) distributed by the state of Arizona for the development and maintenance of County roads. Another large component is \$13,200,000 of state shared Vehicle License Tax revenue. Estimates of these combined sources were provided by the Pima Association of Governments and represent an increase of \$5,444,315 over fiscal year 2015/16. The increase is due to higher collections, and a one-time \$1,750,000 state distribution of HURF. Federal Operating revenue is \$189,114 and is an increase of \$14,756 over fiscal year 2015/16.

Charges for Services includes \$202,000 from impact fees and highway and street inspection fees charged to newly constructed subdivisions, a decrease from fiscal year 2015/16 is due to shifting estimates out of Charges for Services to Licenses and Permits. Offsetting this shift is an increase in general fees for road maintenance, credit card and bank fees collections, and public maps and records requests totaling \$42,850. The net revenue effect is an increase of \$2,200 over fiscal year 2015/16.

Investment Earnings of \$25,000 are expected in fiscal year 2016/17 from the Local Government Investment Pool. The decrease of \$55,000 from fiscal year 2015/16 is due to lower cash balances.

Miscellaneous revenue includes \$135,494 in earnings from County rental properties, \$149,188 in reimbursements for damages to property, telephone calls, and the sale of electronic data to the public. Also included is \$1,750 in late fees, miscellaneous interest, and fines reimbursements. The increase of \$27,841 over fiscal year 2015/16 is primarily due to improved collections processes.

Note: Other funding sources include operating transfers of \$120,662 from the General Fund for graffiti abatement and \$1,137 from the Regional Wastewater Reclamation Department for reclaimed water.



Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Licenses and Permits	1,050,234	973,908	1,159,897	1,121,000	1,152,500
Intergovernmental	48,128,674	49,405,248	53,421,775	53,180,043	58,639,114
Charges for Services	328,702	279,237	245,240	242,650	244,850
Investment Earnings	140,469	75,104	31,082	80,000	25,000
Miscellaneous	248,846	421,093	634,548	258,591	286,432
Total Revenue	49,896,925	51,154,590	55,492,542	54,882,284	60,347,896

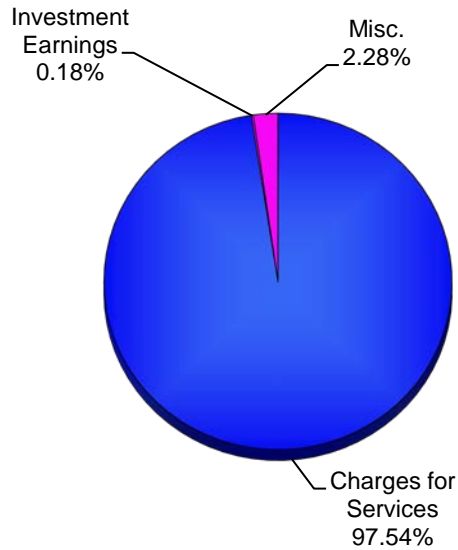
WIRELESSS INTEGRATED NETWORK
Internal Service Fund

Charges for Services revenues include radio revenues from a variety of public service agencies and medical service entities. Included in the public service agencies are departments internal to Pima County. An annual membership fee is assessed to subscribers and billed on a quarterly basis. The quarterly fees are based on the number of radios an agency maintains. The fiscal year 2016/17 fee is \$33 per unit per month.

Investment Earnings revenue are earned on fund cash balance.

Miscellaneous revenues include proceeds from radio tower intergovernmental agreements.

Fiscal Year 2016/2017



Note: Prior to fiscal year 2016/17, the Wireless Integrated Network was presented under the Office of Emergency Management and Homeland Security and named OEM Radio System.

Revenue Object	FY 2012/2013	FY 2013/2014	FY 2014/2015	FY 2015/2016	FY 2016/2017
Charges for Services					2,836,152
Investment Earnings					5,180
Miscellaneous					66,354
Total Revenue	n/a	n/a	n/a	n/a	2,907,686

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2015/2016 vs Fiscal Year 2016/2017

SOURCE OF REVENUES	ADOPTED REVENUES FY 2015/2016	ADOPTED REVENUES FY 2016/2017	CHANGE	EXPLANATION
GENERAL FUND				
Assessor				
Other Miscellaneous Revenues	3,000	1,000	(2,000)	Copy fees; reduction due to impact of the Freedom of Information Act
Behavioral Health (formerly Office of Medical Services)				
Other Miscellaneous Revenues	69,765	69,765	-	
Clerk of the Board				
Alcoholic Beverages	2,000	2,000	-	
General Government Fees	100	100	-	
Clerk of the Superior Court				
Federal Revenue	300,000	409,429	109,429	Increase in Federal Child IV-D child support reimbursement.
General Government Fees	407,145	400,000	(7,145)	Based on actual activity during the past few years.
Other Miscellaneous Revenues	2,000	2,000	-	
Court Fees	943,224	1,002,000	58,776	Based on actual activity during the past few years.
Investment Earnings	5,600	5,000	(600)	Lower interest rates.
Other Fines & Forfeits	846,805	450,000	(396,805)	Decrease in forfeitures ordered by judges.
Fines	222,000	275,000	53,000	Based on actual activity during the past few years.
Communications Office				
General Government Fees	-	4,500	4,500	Due to addition of the Print Shop
Charges for Services	-	232,500	232,500	Due to addition of the Print Shop
Community Development, Neighborhood Conservation				
Other Miscellaneous Revenues	1,200	1,200	-	
Constables				
Court Fees	343,424	343,424	-	
Miscellaneous	45,000	45,000	-	
Contract Attorney (Part of Public Defense Services)				
Court Fees	-	-	-	
County Attorney				
Other Fines & Forfeits	60,000	60,000	-	
Other Local Governments	-	24,900	24,900	City of Tucson Participation for Victim Services division, quarterly payment thru the year.
Elections				
State Revenue	250,884	694,993	444,109	State reimbursements for primary and general elections, retroactive reimbursement from state for Presidential Preference Election, in FY2016-17.
General Government Fees	3,000	15,000	12,000	Late campaign fees and sale of maps.
Other Local Governments	200,950	740,950	540,000	Reimbursements from local governments, schools, special districts, and Pascua Yaqui tribe for anticipated elections in FY2016-17.
Other Miscellaneous Revenues	100	100	-	
Facilities Management				
Rents and Royalties	2,852,737	2,801,273	(51,464)	Decreased revenues from net gain/loss of tenants, primarily the loss of Keegan Linscott est. annual rent of approx. \$206K from the BofA building (Unit 0317).
Other Miscellaneous Revenues	773,563	932,839	159,276	Increases in O&M revenues primarily those located in the IAC Bldg (Unit 0339) and Abrams Bldg (Unit 0324)
Finance				
Other Miscellaneous Revenues	25,000	25,000	-	
Forensic Science Center				
General Government Fees	5,500	5,500	-	
Charges for Services	1,785,000	1,786,700	1,700	Autopsy services
Miscellaneous	40,200	38,500	(1,700)	Copy fees

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2015/2016 vs Fiscal Year 2016/2017

SOURCE OF REVENUES	ADOPTED REVENUES FY 2015/2016	ADOPTED REVENUES FY 2016/2017	CHANGE	EXPLANATION
General Government Revenues				
Alcoholic Beverages	63,000	42,000	(21,000)	Fewer new restaurant & bar business startups due to slow local economic growth.
Auto Lieu Tax	25,600,000	27,000,000	1,400,000	Local population growth and continued high-level new vehicle sales volume exceeds statutory 16.25% annual reduction in tax base.
Business Licenses & Permits	3,050,000	3,180,000	130,000	Reflects continued increase in local population and nominal dollar income.
Other Local Governments	47,000	47,000	-	
Federal Revenue	2,035,000	3,330,000	1,295,000	Assumes U.S. Department of Interior Federal Payment in Lieu of Taxes reauthorized for federal FY 2016 at federal FY 2015 appropriation amount. Includes \$27,000 U.S. Fish & Wildlife PILT.
General Government Fees	922,990	921,581	(1,409)	Cost of Flood Control District tax assessment and collection based on FY 2017 Full Cost Plan 2016Jan15. Includes anticipated delinquent tax-related fees as Treasurer posts such fee revenue to Unit 0452, Revenue Source 4200 General Government Fees, instead of Unit 0452, Revenue Source 4007 (Penalties on Delinquent Personal Property Taxes).
Investment Earnings	190,000	210,000	20,000	Assumes 0.75%-0.80% average investment yield on estimated fund balance equal to 5% of overall General Fund revenues.
Other Miscellaneous Revenues	-	1,000	1,000	Assumes \$1,000 miscellaneous operating revenue from NSF charges for FY 2016/17.
Overhead-Enterprise Fund Contrib	19,701,734	21,605,704	1,903,970	FY2016/17 Administrative Overhead cost allocation January 27, 2016.
Public Works Admin Overhead	3,072,712	2,585,033	(487,679)	Public Works Administrative Overhead to General Fund January 27, 2016.
Sales & Use Tax	108,500,000	112,100,000	3,600,000	Increased revenue related to continued statewide economic growth, with Pima County activity trailing overall statewide economic growth. NOTE: Does not assume legislation changing county population share from Census 2010 population count. Legislation using July 1, 2015, population estimates would decrease County's state-shared sales tax revenue by roughly 1.2%-1.25%.
State Revenue	3,000	1,000	(2,000)	Assumes few state transportation-related construction projects.
Taxes/Int on Delq Pers Prop Tax	476,131	675,213	199,082	Increased revenue due to greater amount of outstanding delinquent personal property taxes.
Taxes/Int on Delq Real Prop Tax	5,304,414	4,639,942	(664,472)	Decreased revenue due to change in assumptions regarding proportion of Pima County taxes to all jurisdiction taxes and also regarding amount of late interest paid for current year taxes.
Taxes/Penalties Delq Real Prop Tx	720,000	740,000	20,000	Increased revenue due to greater amount of outstanding delinquent real property taxes.
Taxes/Personal Property	9,582,011	8,922,746	(659,265)	Decreased revenue due to slightly lower current year collection rate and a 3.95% decline in the personal property tax base caused by lower commercial property assessment ratio, increased exemption amount for commercial personal property, and the rapid depreciation in values for all personal property allowed under State statutes.
Taxes/Real Property	321,227,219	323,289,441	2,062,222	Increased revenue due to 2.78% growth in real property tax base and slightly greater current year collection rate.
Transient Lodging Tax	2,264,400	2,180,760	(83,640)	Decrease due to over-optimistic budgeted amount for FY 2015/16. Taxable hotel/motel sales in unincorporated area have significantly lagged behind City of Tucson and countywide taxable sales. Arizona Department of Revenue audit during FY 2015/16 apparently did not find significant additional revenue explaining the lag in unincorporated area taxable sales.
Human Resources				
Miscellaneous	88,500	83,820	(4,680)	Decreased estimate of attraction ticket sales to employees based on experience.
Information Technology				
General Government Fees	20,000	20,000	-	
Rents and Royalties	591,301	591,301	-	
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	20,000	47,721	27,721	Discontinued photo enforcement program but continue collection efforts.
Justice Courts - Fines	225,000	119,520	(105,480)	Decreased case filings.

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2015/2016 vs Fiscal Year 2016/2017

SOURCE OF REVENUES	ADOPTED REVENUES FY 2015/2016	ADOPTED REVENUES FY 2016/2017	CHANGE	EXPLANATION
Justice Courts Tucson				
State Revenue	168,000	168,000	-	
General Government Fees	900,000	900,000	-	
Court Fees	3,030,500	3,030,500	-	
Justice Courts - Fines	2,672,192	2,672,192	-	
Other Fines & Forfeits	40,000	40,000	-	
Rents and Royalties	6,000	6,000	-	
Other Miscellaneous Revenues	50,000	50,000	-	
Juvenile Court				
Federal Revenue	100,000	100,000	-	
Court Fees	5,200	5,200	-	
Investment Earnings	100	100	-	
Other Miscellaneous Revenues	2,000	2,000	-	
Kino Sports Complex				
Retail Event Revenue	27,200	24,100	(3,100)	Based on scheduled and anticipated events.
Sports Revenue	4,500	7,000	2,500	Based on scheduled and anticipated events.
Revenue Discounts	-	(4,943)	(4,943)	New object code to account for discounts given to event organizers.
Other Miscellaneous Revenues	16,757	16,757	-	
Rents and Royalties	95,833	96,100	267	Based on anticipated reimbursements from YMCA, per contract
Natural Resources, Parks, & Recreation				
Culture & Recreation Fees	88,450	89,950	1,500	Increase based on moving revenue to a more appropriate object code from Facility Fees.
Facility Fees	719,600	733,400	13,800	Increase in facility use, and shooting range activity
Licenses & Permits	600	600	-	
Other Miscellaneous Revenues	52,400	62,500	10,100	Includes revenue from new cell tower at Denny Dunn Park.
Rents and Royalties	103,500	103,100	(400)	Reduced based on utilization of Continental Park.
Non Departmental				
Transient Lodging Tax	3,330,000	3,207,000	(123,000)	Decrease due to over-optimistic budgeted amount for FY 2015/16. Taxable hotel/motel sales in unincorporated area have significantly lagged behind City of Tucson and countywide taxable sales. Arizona Department of Revenue audit during FY 2015/16 apparently did not find significant additional revenue explaining the lag in unincorporated area taxable sales.
Investment Earnings	-	5,418	5,418	Not budget in prior fiscal year
Other Miscellaneous Revenues	554,254	548,836	(5,418)	Separated Investment earnings into proper object code.
Office of Sustainability and Conservation				
Rents and Royalties	1,000	250	(750)	Fewer book sales
Procurement				
Other Miscellaneous Revenues	3,000	-	(3,000)	Decrease based on experience; no vendor procurement process classes scheduled.
Public Defense Service (formerly Legal Defender, Public Defender, Office of Court Appointed Counsel and Public Fiduciary)				
Federal Revenue	30,330	27,300	(3,030)	Reducing number of FWS students.
AZ Revenue	38,100	27,100	(11,000)	Anticipate DOC revenue to decrease now that prior year cases have been billed for.
Court Fees	848,454	1,381,673	533,219	Based on billing practices and recent collection history the budget amount is being increased. Budget amount adjusted to reflect staff fees; does not include legal fees. PF(Court fee of \$495,273)is combined to PDS.
General Government Fees-PF	-	10,000	10,000	
Other Miscellaneous Revenues	100	1,000	900	Based on three year trend. PF is combined to PDS.
Public Fiduciary				
Court Fees	495,273	-	(495,273)	See Public Defense Service
General Government Fees	10,000	-	(10,000)	See Public Defense Service
Other Miscellaneous Revenues	1,200	-	(1,200)	See Public Defense Service
Recorder				
General Government Fees	2,482,910	1,989,250	(493,660)	State reimbursements for voter registration for primary and general elections in FY2016-17; decrease due to reversal from estimated state reimbursement for Presidential Preference Election in FY2015-16.

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2015/2016 vs Fiscal Year 2016/2017

SOURCE OF REVENUES	ADOPTED REVENUES FY 2015/2016	ADOPTED REVENUES FY 2016/2017	CHANGE	EXPLANATION
School Superintendent				
Other Miscellaneous Revenues	310,000	305,000	(5,000)	Reimbursements from school districts for special elections; decreased reimbursements expected for educational services to school districts caused by declining enrollment.
Sheriff				
Federal Revenue	300,000	300,000	-	
AZ Revenue	900,000	700,000	(200,000)	Decrease in state revenue for inmates committing crimes in Pima County while in state custody.
Business Licenses & Permits	25,000	25,000	-	
Jury Fees	500	500	-	
Sheriff Dept Fees	1,208,000	1,208,000	-	
Correctional Housing	7,970,000	7,970,000	-	
Other Miscellaneous Revenues	275,000	295,000	20,000	Increase in cell phone reimbursements.
Superior Court				
Federal Revenue	405,000	450,000	45,000	Increase in Federal Child IV-D child support reimbursement.
Superior Court Mandated Services				
Court Fees	150,000	145,000	(5,000)	Decrease in jury fees received from city of Tucson.
Other Miscellaneous Revenues	180,000	190,000	10,000	Increase in reimbursements for lengthy jury trials.
TOTAL GENERAL FUND REVENUE	540,753,077	549,850,853	9,097,776	
SPECIAL REVENUE FUNDS				
County Free Library				
Property Taxes	38,728,388	39,877,071	1,148,683	Reflects increased values for Real & Secured Property
Intergovernmental	640,000	313,900	(326,100)	Decrease due to reduced expense reimbursements
Charge for Services	520,000	900,000	380,000	Anticipate better E-Rate Program reimbursements
Investment Earnings	25,000	25,000	-	
Fines and Forfeits	600,000	600,000	-	
Miscellaneous	555,000	450,000	(105,000)	Received one-time large donation in fiscal year 2015/16.
Employment and Training				
Intergovernmental	16,767,364	14,545,188	(2,222,176)	Decrease in Federal grant awards is anticipated from prior fiscal year.
Investment Earnings	629	1,500	871	Historically under budgeted based on prior fiscal year actuals.
Miscellaneous	734,778	1,448,289	713,511	Anticipated increase in Federal pass-through grants and non-government grants.
Environmental Quality				
Investment Earnings	23,000	21,370	(1,630)	Decrease due to lower cash balances invested in LGIP.
Intergovernmental	1,980,029	1,919,446	(60,583)	Decrease in Federal grant awards is anticipated from prior fiscal year.
Licenses and Permits	2,365,700	2,148,110	(217,590)	Decreased projection for revenue licenses and permits is based on prior year actuals plus an analysis of current year actuals trend.
Miscellaneous	8,090	30,160	22,070	Increase reflects additional revenue obtained from TAA well monitoring.
Health				
Charges for Services	2,755,735	2,755,735	-	
Intergovernmental	9,112,689	8,758,009	(354,680)	Decrease in federal and state Health grants
Licenses and Permits	1,730,000	1,730,000	-	
Miscellaneous	54,200	738,668	684,468	Increase in non-government Health grants is expected

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2015/2016 vs Fiscal Year 2016/2017

SOURCE OF REVENUES	ADOPTED REVENUES FY 2015/2016	ADOPTED REVENUES FY 2016/2017	CHANGE	EXPLANATION
Other Special Revenue Funds & Grants				
Intergovernmental	72,011,973	56,885,564	(15,126,409)	County Administrator Grants \$1,427,561; Clerk of the Superior Court - Child Support Incentive \$26,042; Community Development & Neighborhood Conservation – Grants \$5,353,546; Attractions & Tourism \$1,026,600; Finance Grants Management \$ 6,000,000; Juvenile Court State Funds \$7,778,763; Juvenile Title IV-E \$105,000; Juvenile Court Grants \$749,074; Office of Emergency Management & Homeland Security – Grants \$1,756,549; Behavioral Health - OMS Grants \$784,314; County Attorney - Victim Witness Comp \$123,181; County Attorney - Fill the Gap \$429,960; County Attorney - Law Enforcement Antiracketeering \$70,000; County Attorney - Employer Sanctions 100,000; County Attorney Special Revenue \$415,432; PCA DTAP Contribution SR \$ 50,000; County Attorney Grants \$ 4,844,135; Public Defense Service - Public Defender Fill the Gap \$252,000; Legal Defender Training Fund \$22,000; Public Defender Training Fund \$56,000; Parks & Recreation Grants \$ 356,500; Superior Court - Fill the Gap \$1,200,000; Superior Court AOC Appropriated Funds \$10,649,531; Superior Court Grants \$1,222,008; Sheriff - Law Enforcement Enhancement \$100,000; Sheriff Criminal Justice Enhancement \$700,000; Sheriff Grants \$5,888,204; School Reserve Fund \$1,584,000; and Transportation Grants 3,815,164.
Charges for Services	10,905,974	10,440,302	(465,672)	Clerk of the Superior Court - Document Storage & Retrieval \$468,633; Clerk of the Superior Court - Time Pay Fees \$286,212; Forensic Science Center Special Revenue \$25,000; JC Ajo Court Automation Fund \$8,000; JC Ajo Fare SR \$1,000; JC Ajo Time Pay fee \$7,000; JCG Court Automation Fund \$15,500; JCG Fare SR \$500; JCG Time Pay Fee \$8,000; JCG Photo Traffic Enforcement \$800; JCT Court Automation fund \$450,000; JCT Fare SR \$15,000; JCT Time Pay Fees \$250,000; Juvenile Probation Services \$227,929; Natural Resources Parks and Recreation Special Programs \$112,291; Recorder Document Storage & Retrieval \$702,000; Superior Court Conciliation \$535,500; Superior Court County Law Library \$260,000; Superior Court Probation Services 2,164,623; Superior Court Local Court Automation Fund \$361,162; Superior Court Child Support Visitation \$100,000; Sheriff Commissary Operations 1,520,000; Treasurer Taxpayer Information Fund \$85,000; and the Wireless Integrated Network \$2,836,152.
Fines and Forfeits	3,366,000	3,105,000	(261,000)	Justice Court Ajo Special Revenue \$1,000; Justice Court Green Valley Special Revenue \$2,000; JCT \$1 allocation SB1398 \$100,000; Juvenile Court Victim Restitution \$8,000; County Attorney - Victim Witness Comp \$20,000; County Attorney - Law Enforcement Antiracketeering \$2,750,000; County Attorney - Bad Check Program \$164,000; County Attorney - Victim Witness Comp \$20,000; and PCA Deferred Comp SR \$60,000.
Investment Earnings	166,961	134,552	(32,409)	Clerk of the Superior Court - Time Pay Fees \$14,600; Clerk of the Superior Court - Time Pay Fees \$1,510; Elections Grants \$1,250; Facilities Management - Facilities Renewal \$3,573; Forensic Science Center Special Revenue \$300; Juvenile Court State Funds \$1,132; Juvenile Probation Services \$3,469; juvenile Court Victim Restitution \$400; Juvenile Title IV-E \$7,038; County Attorney - Consumer Protection \$10,500; County Attorney - Fill the Gap \$4,300; County Attorney - Victim Restitution \$15,000; County Attorney -Bad Check program \$300; County Attorney - Employer Sanctions \$3,000; County Attorney - Law Enforcement Antiracketeering \$35,000; County Attorney - Consumer Protection \$500; County Attorney - Special revenue CJEF \$5,000; County Attorney - DTAP Contribution SR \$50,000; Public Defense Service - Public Defender Fill the Gap \$1,200; Legal Defender Training Fund \$150; Public Defender Training Fund \$200; Parks & Recreation Grants \$3,000; Recorder Document Storage & Retrieval \$3,400; Superior Court Conciliation \$1,150; Superior Court County Law Library \$2,600; Superior Court Probation Services \$5,000; Superior Court Local Court Automation Fund \$4,700; Superior Court Probate \$100; Superior Court Child Support Visitation \$500; Sheriff Criminal Justice Enhancement \$9,000; Taxpayer Information Fund \$1,000; and Wireless Integrated Network \$5,180.
Miscellaneous	7,815,868	8,502,191	686,323	Community Development & Neighborhood Conservation - Grants \$380,971; Attractions & Tourism \$130,788; Facilities Management - Facilities Renewal \$2,582,567; Forensic Science Center Special Revenue \$35,000; Juvenile Court Victim Restitution (\$5,000); Juvenile Court Grants \$200,000; County Attorney - Victim Witness Comp \$100,000; County Attorney - Law Enforcement Antiracketeering \$1,000,000; PCA DTAP Contribution SR \$ 4,000; Public Defender Training Fund \$500; Natural Resources Parks and Recreation Special Programs \$2,871,500; Superior Court Conciliation \$2,000; Superior Court County Law Library \$40,000; Superior Court Probation Services \$48,511; Sheriff Criminal Justice Enhancement \$730,000; School Reserve Fund \$300,000; Treasurer Taxpayer Information Fund \$16,000; and Wireless Integrated Network \$66,354.

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2015/2016 vs Fiscal Year 2016/2017

SOURCE OF REVENUES	ADOPTED REVENUES FY 2015/2016	ADOPTED REVENUES FY 2016/2017	CHANGE	EXPLANATION
Pima Animal Care				
Charges for Services	281,045	286,374	5,329	Primarily due to increase in microchip fees and veterinary medical procedures
Investment Earnings	-	2,000	2,000	Interest on Pima Animal Care Center donations
Fines and Forfeits	83,866	86,470	2,604	Increase in fines other than late penalties
Intergovernmental	4,885,380	4,938,149	52,769	Increase in charges to local governments
Licenses and Permits	550,000	550,000	-	
Miscellaneous	695,264	681,557	(13,707)	Decrease due to revenue being recorded in correct revenue source code
Regional Flood Control District				
Charges for Services	1,070,000	1,070,000	-	
Investment Earnings	25,045	19,767	(5,278)	Decrease due to lower cash balances invested in LGIP.
Intergovernmental	310,500	239,970	(70,530)	Decrease in Federal grant awards is anticipated from prior fiscal year.
Licenses and Permits	1,100	1,100	-	
Miscellaneous	55,345	58,845	3,500	Other Miscellaneous Operating Revenue increased based on FY 2015-16 YTD Actuals.
Property Taxes	21,426,065	23,381,097	1,955,032	Increase due to increase of tax rate of \$0.0200 to \$0.3335, and improving economy.
Stadium District				
Charges for Services	931,162	803,275	(127,887)	Decreased due to anticipated/scheduled events and concession sales.
Intergovernmental	1,563,000	1,620,000	57,000	Hotel/Motel/RV - 5 yr. forecast projected to increase in fiscal year 2016/17.
Investment Earnings	10,000	5,000	(5,000)	Reduction in interest resulting from reduced fund balance.
Transportation				
Charges for Services	242,650	244,850	2,200	Increase in highway and street fees due to improving economy
Investment Earnings	80,000	25,000	(55,000)	Decrease due to lower cash balances invested in LGIP.
Intergovernmental	53,180,043	58,639,114	5,459,071	Increase in Highway User Fees \$4.7m, and Vehicle License Tax \$775,086 due to lower state diversions and improving economy.
Licenses and Permits	1,121,000	1,152,500	31,500	Increase in permit requests and inspections
Miscellaneous	258,591	286,432	27,841	Other Miscellaneous Operating Revenue increased based on FY 2015-16 YTD Actuals and improved collection processes.
TOTAL SPECIAL REVENUE FUNDS	257,637,434	249,421,555	(8,215,879)	
DEBT SERVICE				
Taxes	52,855,727	54,284,900	1,334,173	Change is due primarily to increase in taxable assessed value of real property.
Investment Earnings		95,000	95,000	Investment earnings not previously budgeted
TOTAL DEBT SERVICE	52,855,727	54,284,900	1,429,173	
CAPITAL PROJECTS				
Intergovernmental	17,962,394	27,435,634	9,473,240	Increases of \$7m in RTA sales tax road reimbursements and of \$2.5m in City Revenue, and a decrease of (\$76k) in state transportation enhancement program funds
Charges for Services	3,940,800	3,186,670	(754,130)	Decrease in impact fees from developers and other outside sources
Investment Earnings	281,316	283,076	1,760	Slight increase based on projected actuals
Miscellaneous	200,000	217,209	17,209	Increase in private donations of infrastructure
TOTAL CAPITAL PROJECTS	22,384,510	31,122,589	8,738,079	
ENTERPRISE FUNDS				
Development Services				
Licenses and Permits	6,169,560	6,890,071	720,511	Increase due to improving economy on the construction industry
Charges for Services	798,344	678,232	(120,112)	Charges for Services Revenue decreased based on FY 2015-16 YTD Actuals.
Investment Earnings	15,000	15,000	-	
Miscellaneous	4,674	5,000	326	Increase in sale of copies of books and maps

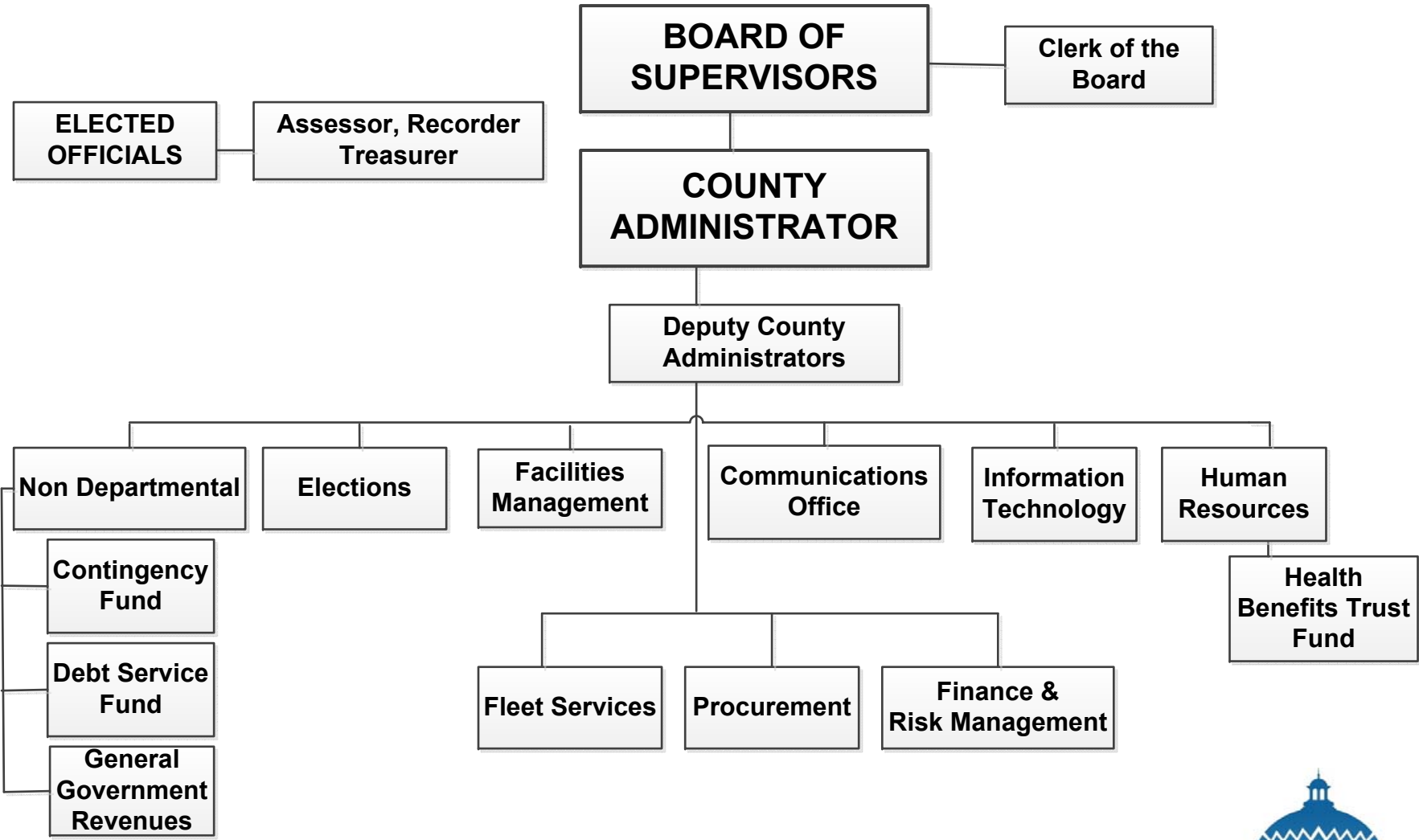
SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2015/2016 vs Fiscal Year 2016/2017

SOURCE OF REVENUES	ADOPTED REVENUES FY 2015/2016	ADOPTED REVENUES FY 2016/2017	CHANGE	EXPLANATION
Parking Garages				
Charges for Services	1,139,818	1,090,730	(49,088)	Net result of: (1) \$16,320-Increase in parking space rentals to County Departments for county vehicles and validations of parking for county employees parking on official business; (2) \$47,660-Decrease due to budget adjustment to match decreased usage by Daily parking customers at both the El Presidio and Public Works garages. Delays in opening the new Public Service garage have slowed use of the facility; (3) \$17,748-Revenues from the sale of bus passes from HR are down from \$22.5K per month to a current average of \$21K per month
Investment Earnings	12,132	12,132	-	
Miscellaneous	1,879,699	1,260,136	(619,563)	Decrease due to losses of several non-county customers vacating and/or reducing parking space allocations, primarily in the BofA building
Regional Wastewater Reclamation				
Licenses and Permits	20,000	20,000	-	
Charges for Services	182,379,039	170,196,693	(12,182,346)	Decreases of \$10.2m to sewer user fees and of \$1.9m to sewer connection fees due to Board of Supervisors rejection of 3% rate increases requested for fiscal year 2015/16.
Fines and Forfeits	5,000	5,000	-	
Investment Earnings	781,000	781,000	-	
Capital Contributions	5,000,000	5,000,000	-	
Miscellaneous	140,250	554,854	414,604	Increase due to new contracts with CH2M Hill and with University of Arizona for the WEST Center.
TOTAL ENTERPRISE FUNDS	198,344,516	186,508,848	(11,835,668)	
GRAND TOTAL ALL FUNDS	1,071,975,264	1,071,188,745	(786,519)	

SUMMARY OF REVENUE BY FUND, DEPARTMENT, and CATEGORY
Fiscal Year 2015/2016 vs Fiscal Year 2016/2017

SOURCE OF REVENUES	ADOPTED REVENUES FY 2015/2016	ADOPTED REVENUES FY 2016/2017	CHANGE	EXPLANATION
THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY				
INTERNAL SERVICE FUNDS				
Computer Hardware/Software				
Charges for Services	17,190,775	19,461,910	2,271,135	Increased usage of the new internal service fund for centralized acquisition of computers and related hardware, software, and server and storage capacity for the departments of the County, reimbursed by client departments.
Fleet Services				
Charges for Services	19,475,713	20,056,377	580,664	Increased replacement rates and anticipated special build work orders.
Investment Earnings	81,500	145,000	63,500	Historically under budgeted based on prior fiscal year actuals.
Intergovernmental	3,500	3,500	-	
Miscellaneous	206,500	86,500	(120,000)	Decrease in estimated non-operating revenues for reimbursements and rebates based on prior year actuals.
Health Benefits Trust Fund				
Charges for Services	63,057,700	68,899,643	5,841,943	Increase due to employees moving to HDHP/HSA plan from PPO no longer offered
Investment Earnings	64,900	75,690	10,790	Increase due to higher operating cash balances including required cash reserve account
Miscellaneous	1,776,000	1,967,200	191,200	Increase due to higher expected stop-loss reimbursements and rebates based on experience to date
Print Shop				
Charges for Services	197,500	-	(197,500)	Print Shop transferred to Communications Office in FY 2016/17.
Investment Earnings	400	-	(400)	Print Shop transferred to Communications Office in FY 2016/17.
Risk Management				
Charges for Services	15,623,235	15,629,366	6,131	Increase in liability & property damage insurance; increase in overall environmental premiums; partially offset by decrease in unemployment & workers' comp insurance
Investment Earnings	844,832	560,319	(284,513)	Overall decreased interest based on prior actuals
Miscellaneous	97,818	66,551	(31,267)	Decrease based on prior year actuals
Telecommunications				
Charges for Services	5,219,144	5,113,668	(105,476)	IT Telecom fees are down due to departments reducing the number of ports and IT Wireless Services fees are up due to more radios being serviced.
Investment Earnings	9,136	12,400	3,264	Increase due to an expected increase in cash balance.
Miscellaneous	145,920	171,740	25,820	Increased non-operating revenue from outside agencies.
TOTAL INTERNAL SERVICE FUNDS	123,994,573	132,249,864	8,255,291	
TOTAL REVENUES	1,195,969,837	1,203,438,609	7,468,772	

**GENERAL GOVERNMENT SERVICES
ORGANIZATION CHART**



SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Enterprise	Total Expenditures
GENERAL GOVERNMENT SERVICES					
Assessor					
Administration	2,991,223	-	-	-	2,991,223
Assessor Statutory Mandates	5,660,203	-	-	-	5,660,203
Total Assessor	8,651,426	-	-	-	8,651,426
Board of Supervisors					
Board of Supervisors	2,185,295	-	-	-	2,185,295
Total Board of Supervisors	2,185,295	-	-	-	2,185,295
Clerk of the Board					
Administration Management	771,850	-	-	-	771,850
Document and Micrographics Mgmt	751,761	-	-	-	751,761
Total Clerk of the Board	1,523,611	-	-	-	1,523,611
Communications Office					
Communications Office	555,174	-	-	-	555,174
Graphic Services	1,319,420	-	-	-	1,319,420
Total Communications Office	1,874,594	-	-	-	1,874,594
County Administrator					
County Administrator	1,934,592	1,427,899	-	-	3,362,491
Total County Administrator	1,934,592	1,427,899	-	-	3,362,491
Elections					
Elections	5,756,419	-	-	-	5,756,419
Total Elections	5,756,419	-	-	-	5,756,419
Facilities Management					
Administration	1,716,539	-	-	-	1,716,539
Asset Mgmt & Planning Services	387,985	-	-	-	387,985
Building Services	18,502,773	-	-	-	18,502,773
Design & Construction Services	768,157	-	-	-	768,157
Facilities Renewal	-	895,887	-	-	895,887
Parking Garages	-	-	-	3,201,416	3,201,416
Total Facilities Management	21,375,454	895,887	-	3,201,416	25,472,757
Finance & Risk Management					
Administration	1,368,486	-	-	-	1,368,486
Budget	2,229,712	-	-	-	2,229,712
Departmental Analysis	2,119,484	-	-	-	2,119,484
Financial Control & Reporting	1,873,549	-	-	-	1,873,549
Financial Management	1,210,954	-	-	-	1,210,954
Financial Operations	3,339,362	-	-	-	3,339,362
Financial Transactions	1,913,470	-	-	-	1,913,470
Grants Management	2,339,391	6,025,000	-	-	8,364,391
Revenue Management & Audit	2,340,333	22,044	-	-	2,362,377
Total Finance & Risk Management	18,734,741	6,047,044	-	-	24,781,785
General Government Services Administration					
General Government Services Administration	335,331	-	-	-	335,331
Total General Government Services Administration	335,331	-	-	-	335,331

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Enterprise	Total Expenditures
Human Resources					
Administration	1,231,311	-	-	-	1,231,311
Compensation/Classification/Recruitment	951,059	-	-	-	951,059
Employment Rights, FMLA, E-Verify & Training	915,912	-	-	-	915,912
Reports and Records	319,197	-	-	-	319,197
Total Human Resources	3,417,479	-	-	-	3,417,479
Information Technology					
Information Technology	13,467,918	-	-	-	13,467,918
Radio System - Fixed Network	-	884,541	-	-	884,541
Total Information Technology	13,467,918	884,541	-	-	14,352,459
Non Departmental					
Contingency	72,063,990	-	-	-	72,063,990
Debt Service	-	-	115,455,401	-	115,455,401
General Government Revenues	708,050	-	-	-	708,050
Mandated Payments	56,959,070	-	-	-	56,959,070
Non Departmental	9,286,072	-	-	-	9,286,072
Total Non Departmental	139,017,182	-	115,455,401	-	254,472,583
Procurement					
Administration	544,431	-	-	-	544,431
Design & Construction	589,757	-	-	-	589,757
Materials & Services	1,127,270	-	-	-	1,127,270
Vendor Relations & SBE Program	186,516	-	-	-	186,516
Total Procurement	2,447,974	-	-	-	2,447,974
Recorder					
Administration	488,824	-	-	-	488,824
Information Services	-	1,170,635	-	-	1,170,635
Recorder Division	1,065,659	-	-	-	1,065,659
Voter Registration	2,784,953	-	-	-	2,784,953
Total Recorder	4,339,436	1,170,635	-	-	5,510,071
Treasurer					
Treasurer Operations	2,575,218	354,000	-	-	2,929,218
Total Treasurer	2,575,218	354,000	-	-	2,929,218
TOTAL GENERAL GOVERNMENT SERVICES	227,636,670	10,780,006	115,455,401	3,201,416	357,073,493

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Enterprise	Total Expenditures
INTERNAL SERVICE FUNDS - INFORMATIONAL PURPOSES ONLY					
Finance & Risk Management					
Risk Management					16,663,089
Total Finance & Risk Management					16,663,089
Fleet Services					
Fleet Management Administration					5,324,329
Fleet Parts Supply					2,280,887
Maintenance & Operations					4,506,282
Support Services					4,918,715
Vehicle Acquisition & Disposition					4,894,373
Total Fleet Services					21,924,586
Human Resources					
Health Benefits					69,635,384
Total Human Resources					69,635,384
Information Technology					
Computer Hardware Software					19,302,013
Telecommunications					5,590,179
Total Information Technology					24,892,192
TOTAL INTERNAL SERVICE FUNDS					133,115,251

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Enterprise	Total Revenues
GENERAL GOVERNMENT SERVICES					
Assessor					
Administration	1,000	-	-	-	1,000
Total Assessor	1,000	-	-	-	1,000
Clerk of the Board					
Administration Management	2,100	-	-	-	2,100
Total Clerk of the Board	2,100	-	-	-	2,100
Communications Office					
Graphic Services	237,000	-	-	-	237,000
Total Communications Office	237,000	-	-	-	237,000
County Administrator					
County Administrator	-	1,427,561	-	-	1,427,561
Total County Administrator	-	1,427,561	-	-	1,427,561
Elections					
Elections	1,451,043	1,250	-	-	1,452,293
Total Elections	1,451,043	1,250	-	-	1,452,293
Facilities Management					
Administration	54,516	-	-	-	54,516
Building Services	3,679,596	-	-	-	3,679,596
Facilities Renewal	-	2,586,140	-	-	2,586,140
Parking Garages	-	-	-	2,362,998	2,362,998
Total Facilities Management	3,734,112	2,586,140	-	2,362,998	8,683,250
Finance & Risk Management					
Financial Operations	25,000	-	-	-	25,000
Grants Management	-	6,000,000	-	-	6,000,000
Total Finance & Risk Management	25,000	6,000,000	-	-	6,025,000
Human Resources					
Reports and Records	83,820	-	-	-	83,820
Total Human Resources	83,820	-	-	-	83,820
Information Technology					
Information Technology	611,301	-	-	-	611,301
Total Information Technology	611,301	-	-	-	611,301
Non Departmental					
Debt Service	-	-	54,284,900	-	54,284,900
General Government Revenues	511,471,420	-	-	-	511,471,420
Non Departmental	3,761,254	-	-	-	3,761,254
Total Non Departmental	515,232,674	-	54,284,900	-	569,517,574
Recorder					
Information Services	-	705,400	-	-	705,400
Recorder Division	1,950,700	-	-	-	1,950,700
Voter Registration	38,550	-	-	-	38,550
Total Recorder	1,989,250	705,400	-	-	2,694,650

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Debt Service	Enterprise	Total Revenues
Treasurer					
Treasurer Operations	-	102,000	-	-	102,000
Total Treasurer	-	102,000	-	-	102,000
TOTAL GENERAL GOVERNMENT SERVICES	523,367,300	10,822,351	54,284,900	2,362,998	590,837,549

INTERNAL SERVICE FUNDS - INFORMATIONAL PURPOSES ONLY

Finance & Risk Management					
Risk Management					16,256,236
Total Finance & Risk Management					16,256,236
Fleet Services					
Fleet Management Administration					18,166,377
Fleet Parts Supply					1,500
Maintenance & Operations					2,203,500
Support Services					120,000
Vehicle Acquisition & Disposition					(200,000)
Total Fleet Services					20,291,377
Human Resources					
Health Benefits					70,942,533
Total Human Resources					70,942,533
Information Technology					
Computer Hardware Software					19,461,910
Telecommunications					5,297,808
Total Information Technology					24,759,718
TOTAL INTERNAL SERVICE FUNDS					132,249,864

SUMMARY OF FULL TIME EQUIVALENTS BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Enterprise	Total FTEs
GENERAL GOVERNMENT SERVICES				
Assessor				
Administration	38.75	-	-	38.75
Assessor Statutory Mandates	97.25	-	-	97.25
Total Assessor	136.00	-	-	136.00
Board of Supervisors				
Board of Supervisors	22.50	-	-	22.50
Total Board of Supervisors	22.50	-	-	22.50
Clerk of the Board				
Administration Management	7.00	-	-	7.00
Document and Micrographics Mgmt	10.00	-	-	10.00
Total Clerk of the Board	17.00	-	-	17.00
Communications Office				
Communications Office	6.00	-	-	6.00
Graphic Services	14.00	-	-	14.00
Total Communications Office	20.00	-	-	20.00
County Administrator				
County Administrator	14.55	2.00	-	16.55
Total County Administrator	14.55	2.00	-	16.55
Elections				
Elections	44.75	-	-	44.75
Total Elections	44.75	-	-	44.75
Facilities Management				
Administration	14.00	-	-	14.00
Asset Mgmt & Planning Services	6.00	-	-	6.00
Building Services	128.00	-	-	128.00
Design & Construction Services	18.00	-	-	18.00
Parking Garages	-	-	5.00	5.00
Total Facilities Management	166.00	-	5.00	171.00
Finance & Risk Management				
Administration	7.00	-	-	7.00
Budget	18.80	-	-	18.80
Departmental Analysis	26.00	-	-	26.00
Financial Control & Reporting	21.00	-	-	21.00
Financial Management	13.00	-	-	13.00
Financial Operations	34.75	-	-	34.75
Financial Transactions	18.00	-	-	18.00
Grants Management	31.00	-	-	31.00
Revenue Management & Audit	32.00	-	-	32.00
Total Finance & Risk Management	201.55	-	-	201.55
General Government Services Administration				
General Government Services Administration	2.00	-	-	2.00
Total General Government Services Administration	2.00	-	-	2.00

SUMMARY OF FULL TIME EQUIVALENTS BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Enterprise	Total FTEs
Human Resources				
Administration	5.00	-	-	5.00
Compensation/Classification/Recruitment	12.00	-	-	12.00
Employment Rights, FMLA, E-Verify & Training	10.00	-	-	10.00
Reports and Records	4.00	-	-	4.00
Total Human Resources	31.00	-	-	31.00
Information Technology				
Information Technology	97.00	-	-	97.00
Radio System - Fixed Network	-	10.00	-	10.00
Total Information Technology	97.00	10.00	-	107.00
Procurement				
Administration	5.75	-	-	5.75
Design & Construction	7.00	-	-	7.00
Materials & Services	14.00	-	-	14.00
Vendor Relations & SBE Program	3.00	-	-	3.00
Total Procurement	29.75	-	-	29.75
Recorder				
Administration	4.00	-	-	4.00
Information Services	-	7.00	-	7.00
Recorder Division	21.00	-	-	21.00
Voter Registration	32.00	-	-	32.00
Total Recorder	57.00	7.00	-	64.00
Treasurer				
Treasurer Operations	35.00	-	-	35.00
Total Treasurer	35.00	-	-	35.00
TOTAL GENERAL GOVERNMENT SERVICES	874.10	19.00	5.00	898.10

SUMMARY OF FULL TIME EQUIVALENTS BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Enterprise	Total FTEs
INTERNAL SERVICE FUNDS - INFORMATIONAL PURPOSES ONLY				
Finance & Risk Management				
Risk Management				21.00
Total Finance & Risk Management				21.00
Fleet Services				
Fleet Management Administration				13.00
Fleet Parts Supply				6.00
Maintenance & Operations				36.00
Support Services				1.00
Total Fleet Services				56.00
Human Resources				
Health Benefits				15.00
Total Human Resources				15.00
Information Technology				
Computer Hardware Software				54.00
Telecommunications				16.00
Total Information Technology				70.00
TOTAL INTERNAL SERVICE FUNDS				162.00

Assessor

Expenditures: 8,651,426

FTEs 136.00

Revenues: 1,000

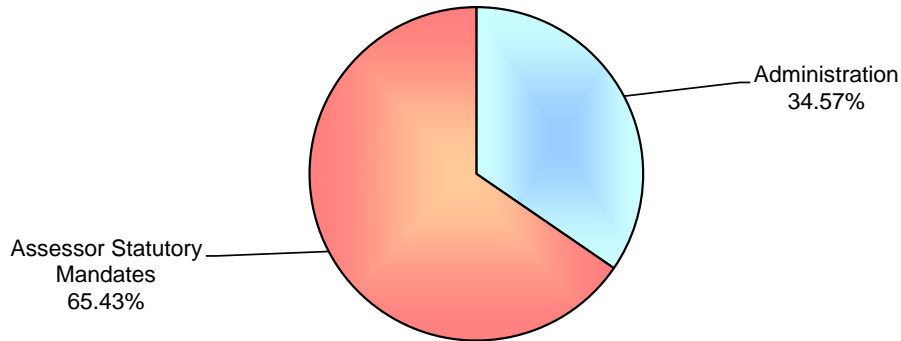
Function Statement:

Locate, identify, list, value, and defend all real and personal property in Pima County. Annually value and add to the tax roll all new construction, additions, changes in ownership, subdivisions, and parcel splits. Educate and assist the public in the valuation and appeals process. Litigation defense of assessed values in cases which have been appealed to the Tax Court is the responsibility of the Board of Supervisors and has been reassigned to Finance & Risk Management for administering.

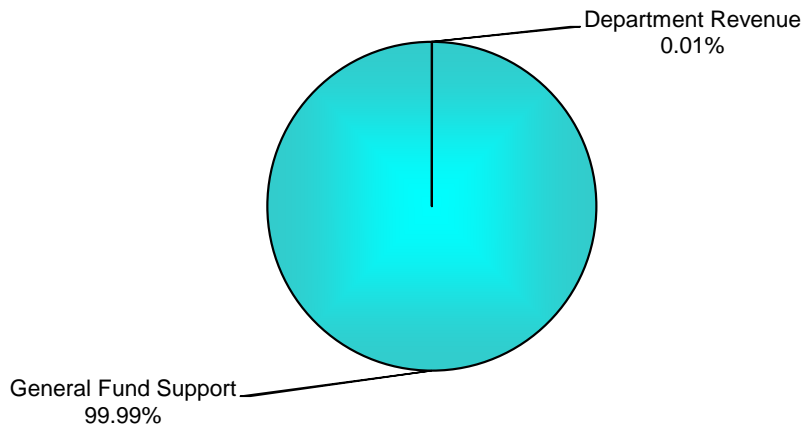
Mandates:

ARS Title 42: Taxation

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Assessor**

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Administration	2,768,190	2,596,795	2,991,223
Assessor Statutory Mandates	5,358,592	5,896,204	5,660,203
Total Expenditures	<u>8,126,782</u>	<u>8,492,999</u>	<u>8,651,426</u>
<u>Funding by Source</u>			
Revenues			
Administration	2,885	3,000	1,000
Total Revenues	<u>2,885</u>	<u>3,000</u>	<u>1,000</u>
General Fund Support	8,123,897	8,489,999	8,650,426
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>8,126,782</u>	<u>8,492,999</u>	<u>8,651,426</u>
<u>Staffing (FTEs) by Program</u>			
Administration	41.50	34.00	38.75
Assessor Statutory Mandates	104.50	101.00	97.25
Total Staffing (FTEs)	<u>146.00</u>	<u>135.00</u>	<u>136.00</u>

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 & 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

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Required ARS Title 42 statutory mandates fulfilled	yes	yes	yes
Computer systems maintained and upgraded for most efficiency	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Personnel Services	2,052,465	2,196,982	2,356,278
Operating Expenses	544,244	399,813	624,945
Capital Equipment > \$5,000	171,481	-	10,000
Total Program Expenditures	<u>2,768,190</u>	<u>2,596,795</u>	<u>2,991,223</u>

<u>Program Funding by Source</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Revenues			
Miscellaneous Revenue	2,885	3,000	1,000
Operating Revenue Sub-Total	<u>2,885</u>	<u>3,000</u>	<u>1,000</u>
General Fund Support	2,765,305	2,593,795	2,990,223
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>2,768,190</u>	<u>2,596,795</u>	<u>2,991,223</u>

Program Staffing FTEs	41.50	34.00	38.75
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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 Proposed Corrections, and Notices of Claim. Defend established values during the Administrative Appeal, Notice of Proposed Corrections, 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 & Objectives

- Identify all real property in the County subject to taxation and determine the full cash value (FCV) of such property as of January 1 of each year as required by ARS Title 42
- Transmit to the property tax oversight commission and the governing bodies of the political subdivisions or districts in the County the values required to compute the levy limit prescribed by statute, and transmit to the staff of the joint legislative budget committee and the governor's office of strategic planning and budgeting the values required to compute the truth in taxation rates, by February 10 of the tax year as required by ARS Title 42
- Determine the limited property value for the current year of each school district in the County and transmit the values to the County School Superintendent by February 10 of the tax year as required by ARS Title 42
- Notify each owner or purchaser of real property that is valued by the Assessor as to the property's full cash value and limited value, if applicable, to be used for assessment purposes by March 1 of each year as required by ARS Title 42
- Complete and deliver the assessment roll, Assessor's certificate, and property lists to the Clerk of the Board of Supervisors by December 20 of each year as required by ARS Title 42
- Receive petitions to the Assessor for administrative review of valuations and answer in response to them by no later than August 15 of the tax year as required by ARS Title 42
- Receive, process and maintain applications for legislative valuation freeze for eligible seniors and exemptions for eligible widow/widower and disability property owners as provided by law

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Percent of responses made to Exemption and Legislative Freeze requests	100%	100%	100%
Percent of responses made to Administrative Appeals, Notices of Errors, and Notices of Claims	100%	100%	100%
Personal and real property valuations determined as of January 1	yes	yes	yes
Taxpayers provided with notice of values for all personal and real property by March 1	yes	yes	yes
Assessment roll and lists prepared and delivered by December 20	yes	yes	yes
Values for levy limits, school districts, and truth in taxation rates prepared and transmitted by February 10	yes	yes	yes

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	5,009,198	5,551,404	5,323,954
Operating Expenses	349,394	344,800	336,249
Total Program Expenditures	5,358,592	5,896,204	5,660,203

Program Summary

Department: Assessor

Program: Assessor Statutory Mandates

General Fund Support	5,358,592	5,896,204	5,660,203
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u><u>5,358,592</u></u>	<u><u>5,896,204</u></u>	<u><u>5,660,203</u></u>
<u>Program Staffing FTEs</u>	104.50	101.00	97.25

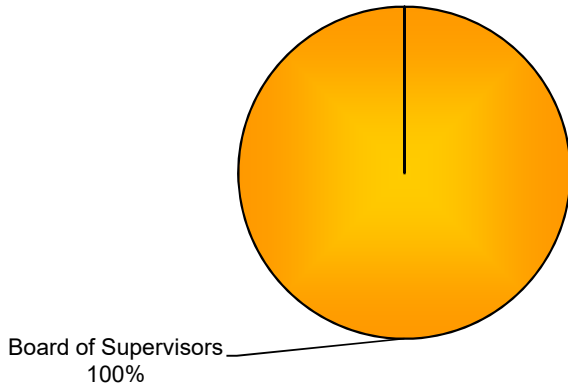
Board of Supervisors

Expenditures: 2,185,295 **Revenues:** 0
FTEs 22.50

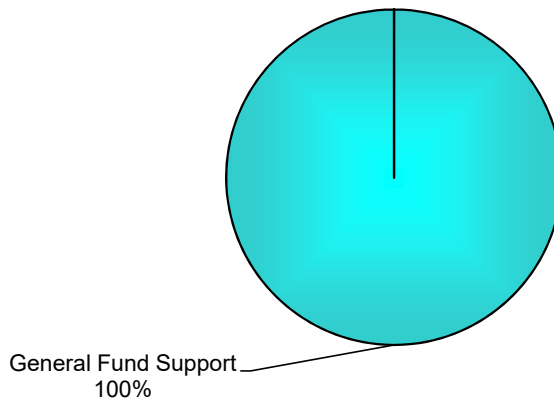
Function Statement: Fulfill the duties and responsibilities set forth in Arizona Revised Statutes. Fund and maintain public health and safety. Lay out, maintain, and manage roads and bridges within the County. Provide health care and legal services to the indigent population of the County. Supervise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

Mandates: ARS Title 11, Chapter 2: Board of Supervisors

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Board of Supervisors

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Board of Supervisors	1,782,043	2,019,596	2,185,295
Total Expenditures	<u>1,782,043</u>	<u>2,019,596</u>	<u>2,185,295</u>
<u>Funding by Source</u>			
Revenues			
Board of Supervisors	753	-	-
Total Revenues	<u>753</u>	<u>-</u>	<u>-</u>
General Fund Support	1,781,290	2,019,596	2,185,295
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,782,043</u>	<u>2,019,596</u>	<u>2,185,295</u>
<u>Staffing (FTEs) by Program</u>			
Board of Supervisors	22.71	22.25	22.50
Total Staffing (FTEs)	<u>22.71</u>	<u>22.25</u>	<u>22.50</u>

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 & 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 Sun Corridor Inc./Job Path
 - Partner with citizens to abate graffiti to protect neighborhoods and maintain quality of life
 - Obtain a Section 10 permit under the Endangered Species Act from the U.S. Fish & Wildlife Service

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Meetings required by statute held on time	yes	yes	yes
Balanced budget adopted	yes	yes	yes
Adopted primary property tax levy	\$321,633,141	\$334,358,574	\$335,305,153
Neutral primary tax levy as defined by Truth in Taxation statute adopted	yes	no	no
General Fund reserve as a percentage of General Fund revenues	4%	6%	11%
County funding support for Sun Corridor Inc./Job Path	\$881,472	\$863,844	\$1,151,000
County funding provided for graffiti abatement	yes	yes	yes
Obtain Section 10 permit under the Endangered Species Act	no	yes	n/a

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,642,838	1,798,442	1,876,614
Operating Expenses	139,205	221,154	308,681
Total Program Expenditures	1,782,043	2,019,596	2,185,295

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Miscellaneous Revenue	753	-	-
Operating Revenue Sub-Total	753	-	-
General Fund Support	1,781,290	2,019,596	2,185,295
Net Operating Transfers In/(Out)	-	-	-

Program Summary

Department: Board of Supervisors

Program: Board of Supervisors

Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,782,043</u>	<u>2,019,596</u>	<u>2,185,295</u>
<hr/>			
<u>Program Staffing FTEs</u>	22.71	22.25	22.50

Clerk of the Board

Expenditures: 1,523,611

FTEs 17.00

Revenues: 2,100

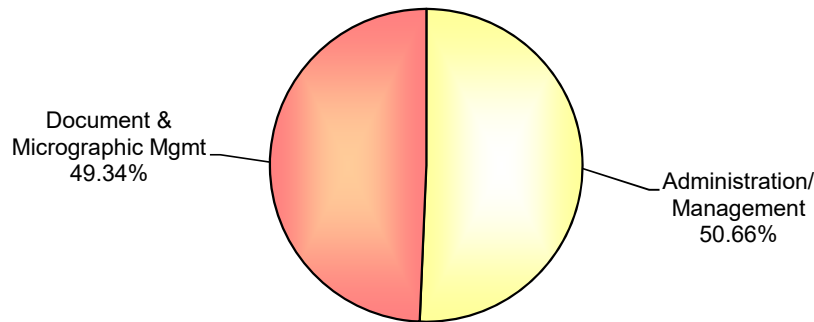
Function Statement:

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

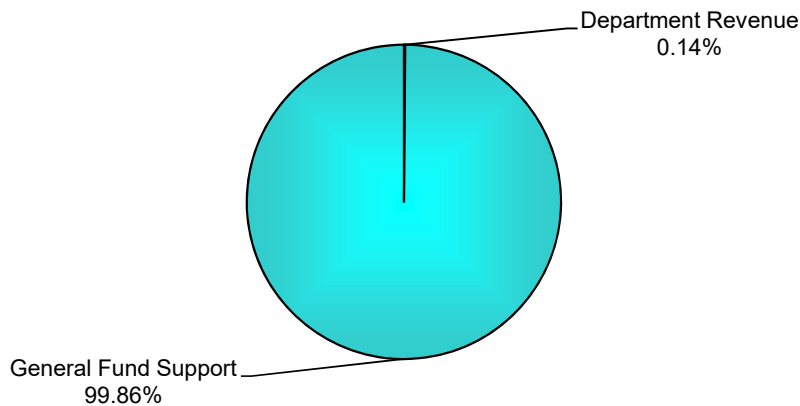
Mandates:

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

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Clerk of the Board

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Administration Management	611,026	714,653	771,850
Document and Micrographics Mgmt	682,081	770,802	751,761
Total Expenditures	<u>1,293,107</u>	<u>1,485,455</u>	<u>1,523,611</u>
<u>Funding by Source</u>			
Revenues			
Administration Management	3,426	2,100	2,100
Total Revenues	<u>3,426</u>	<u>2,100</u>	<u>2,100</u>
General Fund Support	1,289,681	1,483,355	1,521,511
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,293,107</u>	<u>1,485,455</u>	<u>1,523,611</u>
<u>Staffing (FTEs) by Program</u>			
Administration Management	7.00	6.00	7.00
Document and Micrographics Mgmt	9.00	10.00	10.00
Total Staffing (FTEs)	<u>16.00</u>	<u>16.00</u>	<u>17.00</u>

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 agenda/addendum including e-agenda. Record and post digital proceedings of 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. Process public records requests. Process tax roll correction orders for residential reclassifications and litigation. 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. Receive and process petitions and appeals. 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 & Objectives

- Perform duties within statutorily mandated deadlines
- Perform duties pursuant to Board action
- Perform duties pursuant to administrative procedure
- Process tax roll corrections as approved
- Create microfilm archive and special taxing districts permanent records

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Notices/agendas/minutes prepared and posted as statutorily required	100%	100%	100%
Tax roll corrections processed as approved	100%	100%	100%
The Public Record Process administered as required	100%	100%	100%
Special taxing districts permanent retention paper records microfilmed	85%	90%	100%

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	447,551	457,020	522,441
Operating Expenses	163,475	257,633	249,409
Total Program Expenditures	611,026	714,653	771,850
Program Funding by Source			
Revenues			
Intergovernmental	2,925	2,000	2,000
Charges for Services	501	100	100
Operating Revenue Sub-Total	3,426	2,100	2,100
General Fund Support	607,600	712,553	769,750

Program Summary

Department: Clerk of the Board
Program: Administration Management

Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	611,026	714,653	771,850
<hr/>			
<u>Program Staffing FTEs</u>	7.00	6.00	7.00

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 41-151.14, 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, retrieval, and delivery of inactive paper records. Provide for and certify the destruction of confidential and non-confidential records. Create and maintain comprehensive Department Record Retention Schedules. Collaborate with the Information Technology Department (ITD) to provide guidance on the requirements for document imaging and systems implementation. Provide document imaging and microfilm scanning services to County departments and other jurisdictions. Create microfilm for permanent record preservation. Provide web-based records management training and services. Provide secure vault storage for microfilmed records. Identify current levels of information governance maturity per Association of Record Managers and Administrators (ARMA) standards and compile strategy for addressing weaknesses and adherence gaps.

Program Goals & Objectives

- Reduce storage of long term paper records by preserving County records and documents on microfilm and/or digital image within County-wide document management system
- Create digital files to replace use of duplicate microfilm, digitize microfilm images for Department use, and provide expanded document scanning services to County departments
- Identify current levels of information governance maturity per Association of Record Managers and Administrators (ARMA) standards and compile strategy for addressing weaknesses and adherence gaps
- Develop and conduct new refresher training course on proper records management for department coordinators and new staff

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Stored paper records reduced	5%	7%	10%
Digital images provided to replace microfiche duplication	29%	32%	80%
Survey of department content management systems and compliance status updated	n/a	15%	40%
New training program implemented	n/a	25%	80%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	607,531	607,685	611,800
Operating Expenses	74,550	163,117	139,961
Total Program Expenditures	682,081	770,802	751,761
General Fund Support	682,081	770,802	751,761
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	682,081	770,802	751,761

Program Staffing FTEs	9.00	10.00	10.00
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Communications Office

Expenditures: 1,874,594

FTEs 20.00

Revenues: 237,000

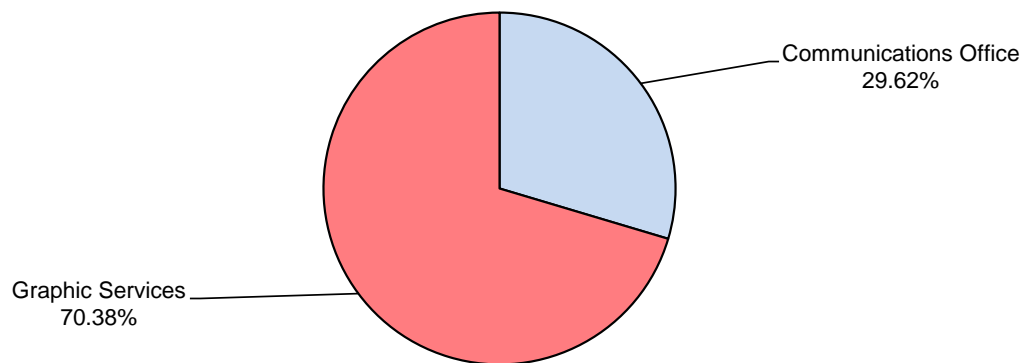
Function Statement:

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 and printing services to all County departments.

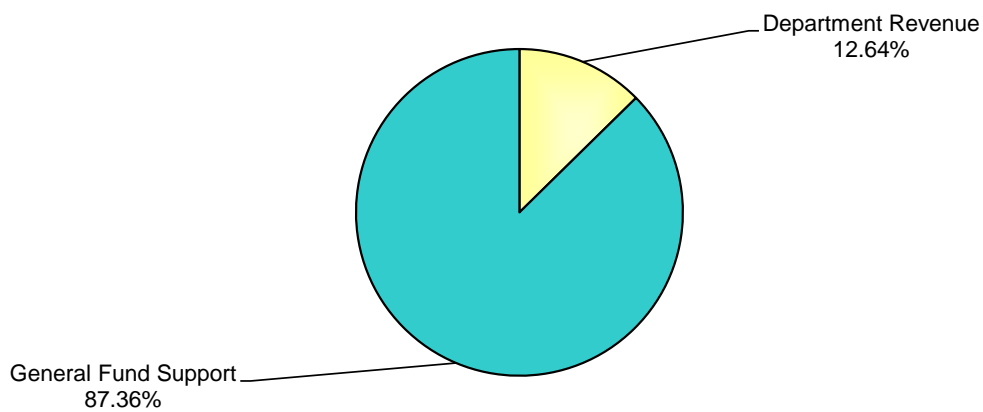
Mandates:

None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Communications Office**

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Communications Office	937,397	917,785	555,174
Graphic Services	-	-	1,319,420
Total Expenditures	<u>937,397</u>	<u>917,785</u>	<u>1,874,594</u>
<u>Funding by Source</u>			
Revenues			
Communications Office	1,510	-	-
Graphic Services	-	-	237,000
Total Revenues	<u>1,510</u>	<u>-</u>	<u>237,000</u>
General Fund Support	935,887	917,785	1,637,594
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>937,397</u>	<u>917,785</u>	<u>1,874,594</u>
<u>Staffing (FTEs) by Program</u>			
Communications Office	12.00	11.00	6.00
Graphic Services	-	-	14.00
Total Staffing (FTEs)	<u>12.00</u>	<u>11.00</u>	<u>20.00</u>

Program Summary

Department: Communications Office

Program: Communications Office

Function

Provide information about County programs and activities to the County's constituents, the media, and County employees utilizing mass communications vehicles, including broadcast, print and digital channels. Provide communications strategies and marketing tools to help departments improve their public outreach efforts.

Description of Services

Collaborate in the design and implementation of Pima County website. Establish and manage content governance and social media policies for department and employee use of the Internet. Serve as a clearinghouse for communicators between the County and its constituents with internet applications. Prepare and distribute news and other current information in effective formats 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. Act as media analysts and consultants, and serve as interpreters and intermediaries for all County departments with the news media.

Program Goals & Objectives

- Increase service levels qualitatively to all clients
- Refine the infrastructure system installed in January 2014 to provide more accurate estimates of production time and scheduling to balance employee workload and ensure project on-time delivery
- Assign projects to appropriate personnel to maximize use of available production resources
- Create increased awareness of the office's capabilities within County departments, especially with those who have appropriate needs and whose utilization of our services is low
- Enhance lines of communication between client departments and our office
 - Establish formal Liaisons with each department to extend our office's knowledge of each department's operations and needs
- Increase customer service satisfaction
 - Establish client satisfaction semiannual surveys for both satisfaction and process improvement
- Increase the office's capacity for strategic public relations planning and creative strategic execution

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Percent of all jobs closed by client's deadline	n/a	n/a	95%
Achieve 90% satisfactory performance on new client satisfaction survey	n/a	n/a	90%
Percent of County departments meeting quarterly with our office staff	n/a	n/a	100%

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	830,050	857,371	505,895
Operating Expenses	101,592	60,414	49,279
Capital Equipment > \$5,000	5,755	-	-
Total Program Expenditures	937,397	917,785	555,174
Program Funding by Source			
Revenues			
Miscellaneous Revenue	1,510	-	-
Operating Revenue Sub-Total	1,510	-	-
General Fund Support	935,887	917,785	555,174

Program Summary

Department: Communications Office

Program: Communications Office

Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	937,397	917,785	555,174
<hr/>			
<u>Program Staffing FTEs</u>	12.00	11.00	6.00

Program Summary

Department: Communications Office

Program: Graphic Services

Function

Provide graphic design, layout, photography, and video services to visually enhance the communication packages created by the Public Communication team and provide high-speed digital black/white and color printing, traditional offset, and full service bindery to all departments within County government.

Description of Services

Provide high-quality graphic design, visual solutions, photography, and video services for documentation and persuasive presentations for distribution both internally to departments of Pima County and externally to the constituents. Provide high-speed digital black & white, color printing/copying, including the manipulation and offset press printing. Provide finishing and bindery services including collation, folding, comb, velo, coil, tape, drilling, punching, and numbering services. Provide typesetting, digital color, black & white scanning, file manipulation, large format scan/copy/print, and dry-mounting onto foam core. Provide pick-up and delivery service to all downtown County departments. (As of July 1, 2016, the Print Shop was transferred to Graphic Services in the Communications Office in the general fund from an internal service fund in the Finance and Risk Management Department.)

Program Goals & Objectives

- Reduce revenues by 75% due to County departments being charged through cost allocation plan instead of direct charges
- Encourage County departments to send more work to the Print Shop with reduced charges
- Continue to identify and address quality issues in production
 - Improve processes
 - Reduce errors and waste
- Track job reruns in order to identify issues in production
 - Keep reruns within industry standard of under 2%
- Maintain on-time deliveries
- Maintain a high impact level of design, photo and/or video quality on every job produced
- Ensure that the client's expectations are met as well as the Pima County branding rules and guidelines are followed to ensure a coherent visual identity throughout the departments and programs materials produced

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
100% of all design and print jobs adhere to County branding rules	n/a	n/a	100%
98% of all print jobs are error free	n/a	n/a	98%
Overall number of print jobs requested from county departments increase by 10%	n/a	n/a	10%
95% of all jobs are delivered on time	n/a	n/a	95%

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	-	-	982,596
Operating Expenses	-	-	336,824
Total Program Expenditures	-	-	1,319,420

Program Funding by Source

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Charges for Services	-	-	237,000
Operating Revenue Sub-Total	-	-	237,000
General Fund Support	-	-	1,082,420

Program Summary

Department: Communications Office

Program: Graphic Services

Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	-	-	1,319,420
<hr/>			
<u>Program Staffing FTEs</u>	-	-	14.00

County Administrator

Expenditures: 3,362,491

FTEs 16.55

Revenues: 1,427,561

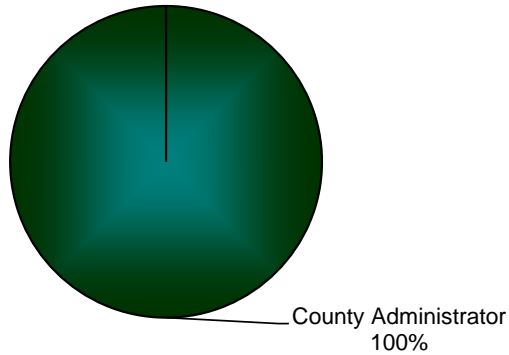
Function Statement:

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.

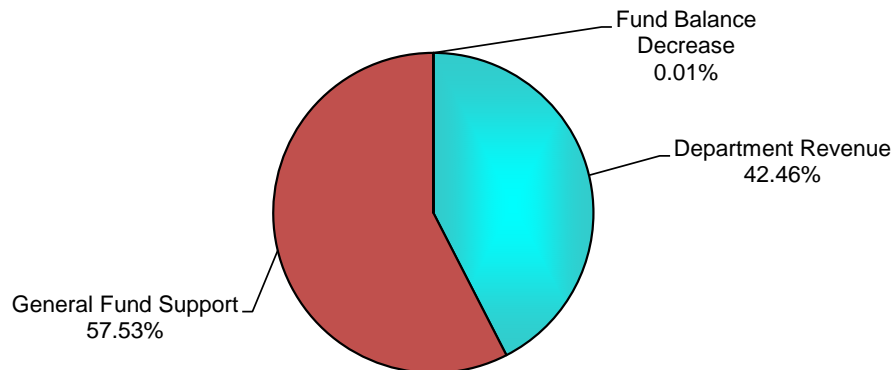
Mandates:

None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: County Administrator

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
County Administrator	1,403,569	1,525,985	3,362,491
Total Expenditures	<u>1,403,569</u>	<u>1,525,985</u>	<u>3,362,491</u>
<u>Funding by Source</u>			
Revenues			
County Administrator	31,266	-	1,427,561
Total Revenues	<u>31,266</u>	<u>-</u>	<u>1,427,561</u>
General Fund Support	1,383,501	1,525,985	1,934,592
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(11,198)	-	338
Other Funding Sources	-	-	-
Total Program Funding	<u>1,403,569</u>	<u>1,525,985</u>	<u>3,362,491</u>
<u>Staffing (FTEs) by Program</u>			
County Administrator	12.49	13.25	16.55
Total Staffing (FTEs)	<u>12.49</u>	<u>13.25</u>	<u>16.55</u>

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 & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Board requests met	yes	yes	yes
Mandated reports completed	yes	yes	yes
Department budget requests reviewed	yes	yes	yes
Natural area acres acquired as part of the Conservation Acquisition Program	948	0	276

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,282,915	1,344,006	2,187,822
Operating Expenses	120,654	181,979	1,174,669
Total Program Expenditures	1,403,569	1,525,985	3,362,491

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Miscellaneous Revenue	6,266	-	-
Operating Revenue Sub-Total	6,266	-	-
Miscellaneous Revenue	25,000	-	1,427,561
Grant Revenue Sub-Total	25,000	-	1,427,561
General Fund Support	1,383,501	1,525,985	1,934,592
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(11,198)	-	338
Other Funding Sources	-	-	-
Total Program Funding	1,403,569	1,525,985	3,362,491

Program Staffing FTEs	12.49	13.25	16.55
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Elections

Expenditures: 5,756,419

FTEs 44.75

Revenues: 1,452,293

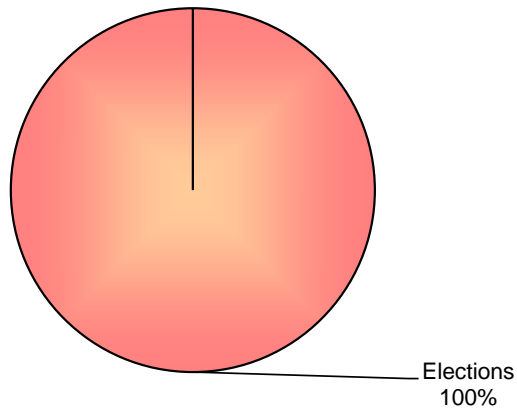
Function Statement:

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 precincting and redistricting as required by the Board of Supervisors. Conduct community outreach to the Native American community. Provide assistance to ensure compliance with the Americans with Disabilities Act and the Voting Rights Act.

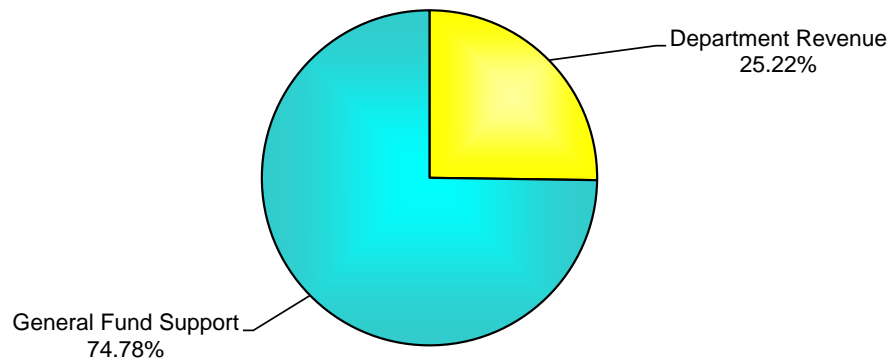
Mandates:

ARS Title 16: Elections and Electors

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Elections

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Elections	3,943,263	5,252,268	5,756,419
Total Expenditures	<u>3,943,263</u>	<u>5,252,268</u>	<u>5,756,419</u>
<u>Funding by Source</u>			
Revenues			
Elections	1,814,581	491,434	1,452,293
Total Revenues	<u>1,814,581</u>	<u>491,434</u>	<u>1,452,293</u>
General Fund Support	2,811,245	4,761,834	4,305,376
Net Operating Transfers In/(Out)	(682,082)	-	-
Fund Balance Decrease/(Increase)	(481)	(1,000)	(1,250)
Other Funding Sources	-	-	-
Total Program Funding	<u>3,943,263</u>	<u>5,252,268</u>	<u>5,756,419</u>
<u>Staffing (FTEs) by Program</u>			
Elections	16.00	15.00	44.75
Total Staffing (FTEs)	<u>16.00</u>	<u>15.00</u>	<u>44.75</u>

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 laws, state laws, and regulations. Provide election support to all jurisdictions such as 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 & Objectives

- Work with the Secretary of State's office and Pima County Recorder to assure overseas voters receive early ballots on time
- Comply with all federal and state mandates concerning polling places meeting requirements for disabled and vision impaired voters
- Improve elections security with background checks and independent testing of systems, programs, and databases
- Conduct fair and open elections by control of ballots, hand-count of precinct ballots to verify computer tabulation, and release of election databases immediately after the Board of Supervisors canvass the election results
- Continue election integrity reform efforts

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Prepare Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA) ballots on time	100%	100%	100%
Polling places Americans with Disabilities Act (ADA) compliant	100%	100%	100%
Poll workers recruited, assigned, and trained	0%	100%	100%
Hand-count audits to verify computer tabulation	yes	yes	yes
Precinct by precinct audit of election results (new)	0%	100%	100%
Participate in monthly meetings with the Elections Integrity Committee	yes	yes	yes
Election databases released immediately after the BOS canvasses an official election	yes	yes	yes
Track early ballots received and counted displayed on the web (new)	0%	100%	100%

Program Summary

Department: Elections

Program: Elections

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	2,192,035	2,748,410	3,150,102
Operating Expenses	1,751,228	2,503,858	2,606,317
Total Program Expenditures	3,943,263	5,252,268	5,756,419
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	1,116,145	451,834	1,435,943
Charges for Services	15,269	3,000	15,000
Miscellaneous Revenue	604	100	100
Operating Revenue Sub-Total	1,132,018	454,934	1,451,043
Intergovernmental	677,990	35,500	-
Investment Earnings	4,573	1,000	1,250
Grant Revenue Sub-Total	682,563	36,500	1,250
General Fund Support	2,811,245	4,761,834	4,305,376
Net Operating Transfers In/(Out)	(682,082)	-	-
Fund Balance Decrease/(Increase)	(481)	(1,000)	(1,250)
Other Funding Sources	-	-	-
Total Program Funding	3,943,263	5,252,268	5,756,419
<u>Program Staffing FTEs</u>	16.00	15.00	44.75

Facilities Management

Expenditures: 25,472,757

FTEs 171.00

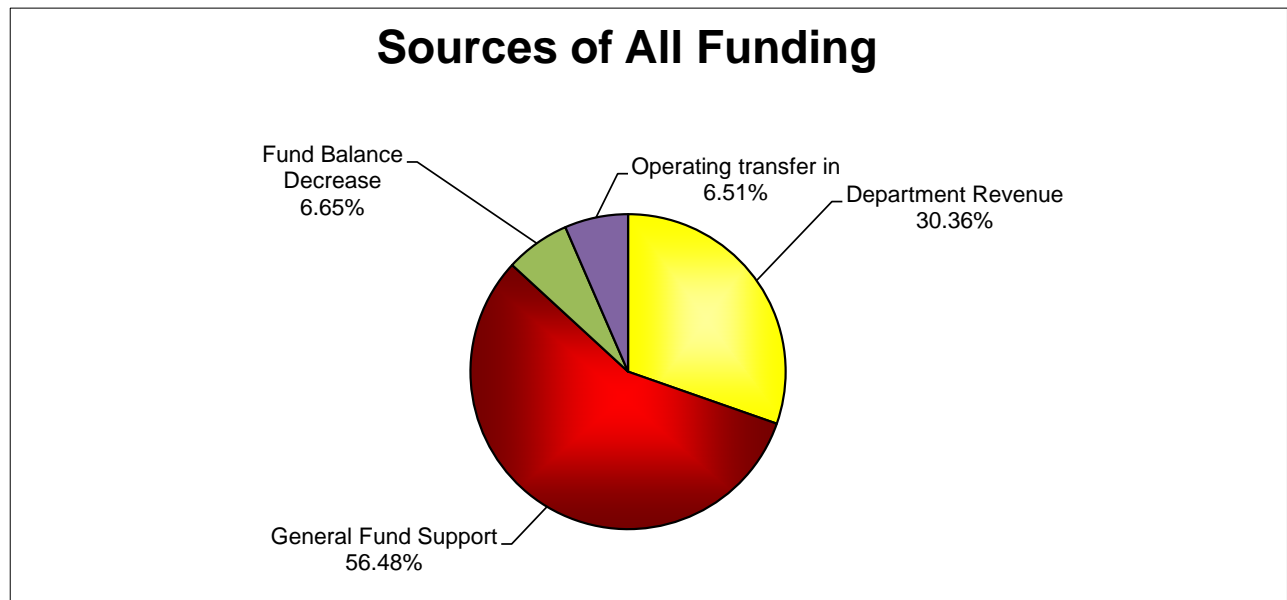
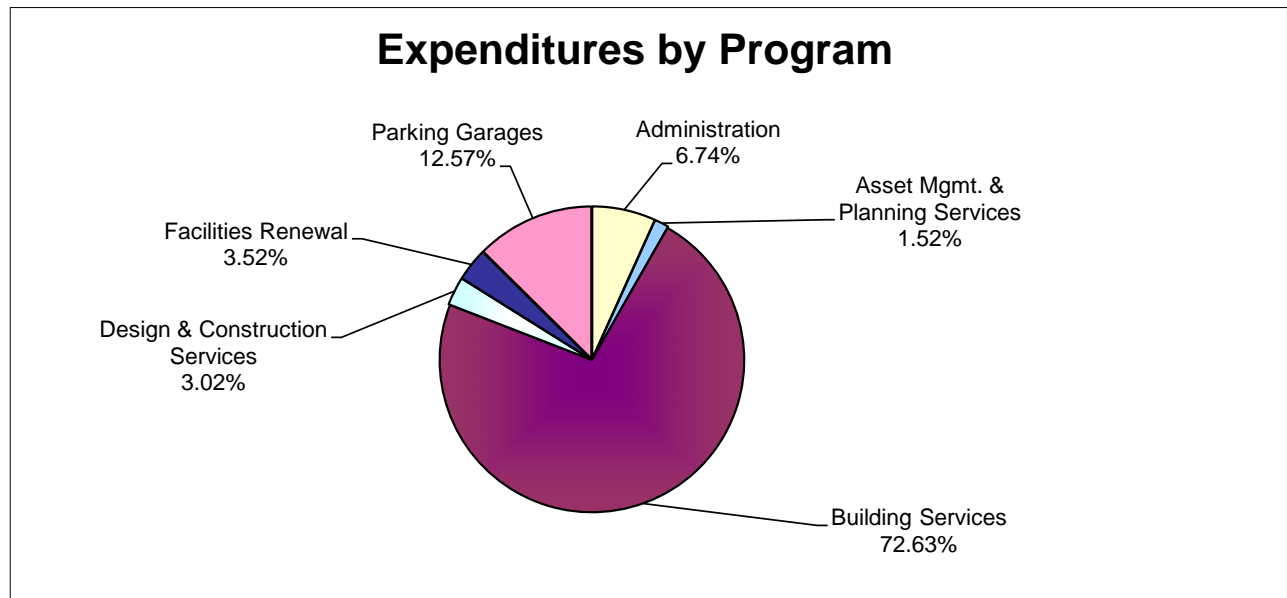
Revenues: 8,683,250

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



Department Summary by Program

Department: **Facilities Management**

	<u>FY 2014/2015</u> Actual	<u>FY 2015/2016</u> Adopted	<u>FY 2016/2017</u> Adopted
<u>Expenditures by Program</u>			
Administration	2,281,865	1,518,775	1,716,539
Asset Mgmt & Planning Services	347,142	380,644	387,985
Building Services	14,691,720	17,472,707	18,502,773
Design & Construction Services	579,765	598,624	768,157
Facilities Renewal	293,618	509,600	895,887
Parking Garages	1,820,344	3,130,286	3,201,416
Total Expenditures	<u>20,014,454</u>	<u>23,610,636</u>	<u>25,472,757</u>
<u>Funding by Source</u>			
Revenues			
Administration	57,155	54,317	54,516
Asset Mgmt & Planning Services	480	-	-
Building Services	3,774,655	3,571,983	3,679,596
Design & Construction Services	2,322	-	-
Facilities Renewal	2,065,983	2,764,790	2,586,140
Parking Garages	2,289,904	3,031,649	2,362,998
Total Revenues	<u>8,190,499</u>	<u>9,422,739</u>	<u>8,683,250</u>
General Fund Support	12,860,154	14,694,511	16,154,107
Net Operating Transfers In/(Out)	(2,003,685)	(1,272,400)	(1,265,563)
Fund Balance Decrease/(Increase)	967,486	765,786	1,900,963
Other Funding Sources	-	-	-
Total Program Funding	<u>20,014,454</u>	<u>23,610,636</u>	<u>25,472,757</u>
<u>Staffing (FTEs) by Program</u>			
Administration	16.00	13.00	14.00
Asset Mgmt & Planning Services	5.00	5.00	6.00
Building Services	122.00	126.00	128.00
Design & Construction Services	23.00	17.00	18.00
Parking Garages	4.00	5.00	5.00
Total Staffing (FTEs)	<u>170.00</u>	<u>166.00</u>	<u>171.00</u>

Program Summary

Department: Facilities Management

Program: Administration

Function

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

Description of Services

Provide personnel support to include 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 & Objectives

- Provide administrative support to all divisions to ensure efficiency and productivity
 - PAFs turned in 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
PAFs completed by deadline	100%	100%	100%
Employee records updated within 3 days of change	100%	100%	100%
Energy management program developed	100%	100%	100%
Educational materials developed for County departments	100%	100%	100%
Process invoices within 2 days of receipt	90%	90%	92%
Maintain asset inventory, process changes within 1 week	80%	85%	90%
Process labor & materials charges every two weeks	100%	100%	100%

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	1,038,399	1,035,982	1,149,633
Operating Expenses	1,243,466	482,793	566,906
Total Program Expenditures	2,281,865	1,518,775	1,716,539

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Funding by Source			
Revenues			
Miscellaneous Revenue	57,155	54,317	54,516
Operating Revenue Sub-Total	57,155	54,317	54,516
General Fund Support	2,224,710	1,464,458	1,662,023
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-

Program Summary

Department: Facilities Management

Program: Administration

Total Program Funding	<u>2,281,865</u>	<u>1,518,775</u>	<u>1,716,539</u>
<u>Program Staffing FTEs</u>	16.00	13.00	14.00

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 relocation services.

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 & Objectives

- Provide comprehensive and up-to-date information and planning for all building 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
 - Negotiate new leases and prepare legal instruments to meet the operational needs of County departments
 - Renew leases as provided in lease agreements prior to expiration dates
 - Prepare legal instruments needed for the public use of County facilities for special events

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Project analyses completed within deadlines	95%	98%	100%
Space inventory completed by fiscal year 1st quarter Legal instruments prepared by established deadlines Leases renewed prior to expiration dates	100%	100%	100%
Leases negotiated by deadlines set by management	95%	98%	100%
Space planning evaluations completed within 2 weeks of requests	100%	100%	100%
Bond Program requirements met	95%	95%	100%
	yes	yes	yes

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	335,979	367,814	375,360
Operating Expenses	11,163	12,830	12,625
Total Program Expenditures	347,142	380,644	387,985

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Miscellaneous Revenue	480	-	-
Operating Revenue Sub-Total	480	-	-

Program Summary

Department: Facilities Management
Program: Asset Mgmt & Planning Services

General Fund Support	346,662	380,644	387,985
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	347,142	380,644	387,985
<hr/>			
<u>Program Staffing FTEs</u>	5.00	5.00	6.00

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 to service requests received from Pima County departments and tenants for facility maintenance and repairs.

Program Goals & Objectives

- Procure, maintain and service all operations related equipment necessary to building infrastructure
 - Initiate the procurement process within 48 hours of request
 - Install requested materials and parts within 48 hours
- Provide repair and maintenance services in a timely manner
 - Maintain the current skill 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Procurement initiated within 48 hours of request	96%	100%	100%
Parts/materials installed within 48 hours of request	90%	95%	95%
Service requests responded to within 48 hours	96%	98%	100%
Equipment serviced annually	99%	100%	100%
Personnel originally scheduled for PM work continuing to do PM	97%	97%	98%

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	5,706,613	6,269,018	6,662,022
Operating Expenses	8,964,518	11,188,289	11,840,751
Capital Equipment > \$5,000	20,589	15,400	-
Total Program Expenditures	14,691,720	17,472,707	18,502,773

Program Funding by Source			
Revenues			
Miscellaneous Revenue	3,774,655	3,571,983	3,679,596
Operating Revenue Sub-Total	3,774,655	3,571,983	3,679,596
General Fund Support	9,711,339	12,250,785	13,335,942
Net Operating Transfers In/(Out)	1,205,726	1,649,939	1,487,235
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	14,691,720	17,472,707	18,502,773

Program Summary

Department: Facilities Management

Program: Building Services

<u>Program Staffing FTEs</u>	122.00	126.00	128.00
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Program Summary

Department: Facilities Management
Program: Design & Construction Services

Function

Provide building design project coordination for outsourced services and in-house staff services including architecture, interior design and construction management for both new construction and remodel projects.

Description of Services

Provide interior design services utilizing both in-house and outsourced professionals for all remodels, tenant improvements and new construction. Provide building design services, including architectural, interior, mechanical, electrical, plumbing, structural and civil disciplines, by utilizing both in-house and outsourced professionals for all remodels, tenant improvements and new construction. Provide construction contract management services and construction review services for architectural projects of all types. Projects include capital, non-capital and CIP projects.

Program Goals & Objectives

- Provide a wide array of professional design services by using both in-house and outside consultants
 - Schedule interviews with clients within ten days of receipt of project request
 - 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 100% approved project completion schedules

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Client interviews scheduled within 10 days of receipt of request	95%	95%	100%
Percent of interior design projects provided within agreed upon completion schedule	95%	95%	98%
Percent of building design projects/contract documents provided within agreed schedule	95%	95%	98%
Moving projects provided within agreed schedule	95%	95%	98%
Percent of projects completed within approved budget	96%	95%	98%
Percent of projects completed within 100% of agreed completion schedule	95%	95%	98%

<u>Program Expenditures by Object</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Personnel Services	433,294	446,472	600,251
Operating Expenses	146,471	152,152	167,906
Total Program Expenditures	579,765	598,624	768,157

Program Funding by Source

<u>Revenues</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Miscellaneous Revenue	2,322	-	-
Operating Revenue Sub-Total	2,322	-	-
General Fund Support	577,443	598,624	768,157
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-

Program Summary

Department: Facilities Management
Program: Design & Construction Services

Total Program Funding	579,765	598,624	768,157
<u>Program Staffing FTEs</u>	23.00	17.00	18.00

Program Summary

Department: Facilities Management

Program: Facilities Renewal

Function

Provide for the maintenance of the County's service delivery infrastructure and address service needs which are not covered in the Facilities Management general fund budget; may also be used for equipment replacement under emergency situations.

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 & Objectives

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

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Facilities renewal approval plan completed	yes	yes	yes
Facilities repair/improvement projects completed	11	10	10

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	54,729	40,000	40,000
Operating Expenses	238,889	469,600	855,887
Total Program Expenditures	293,618	509,600	895,887

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Investment Earnings	5,671	3,573	3,573
Miscellaneous Revenue	2,060,312	2,761,217	2,582,567
Other Special Revenue Sub-Total	2,065,983	2,764,790	2,586,140
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(1,205,713)	(2,649,939)	(2,111,348)
Fund Balance Decrease/(Increase)	(566,652)	394,749	421,095
Other Funding Sources	-	-	-
Total Program Funding	293,618	509,600	895,887

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 County facility parking garages 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 & 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

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Replacement schedule updated	95%	95%	98%
Comprehensive parking records kept	99%	100%	100%
Daily cash reconciled and deposited with Treasurer's office	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Personnel Services	340,760	439,118	450,662
Operating Expenses	1,257,611	1,989,241	1,953,518
Capital Equipment > \$5,000	-	-	36,000
Contra Expense	-	-	(36,000)
Depreciation	221,973	701,927	797,236
Total Program Expenditures	1,820,344	3,130,286	3,201,416

Program Funding by Source

Revenues

Charges for Services	1,090,837	1,139,818	1,090,730
Investment Earnings	14,301	12,132	12,132
Miscellaneous Revenue	1,184,766	1,879,699	1,260,136
Operating Revenue Sub-Total	2,289,904	3,031,649	2,362,998
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(2,003,698)	(272,400)	(641,450)
Fund Balance Decrease/(Increase)	1,534,138	371,037	1,479,868
Other Funding Sources	-	-	-
Total Program Funding	1,820,344	3,130,286	3,201,416

<u>Program Staffing FTEs</u>	4.00	5.00	5.00
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Finance & Risk Management

Expenditures: 41,444,874

Revenues: 22,281,236

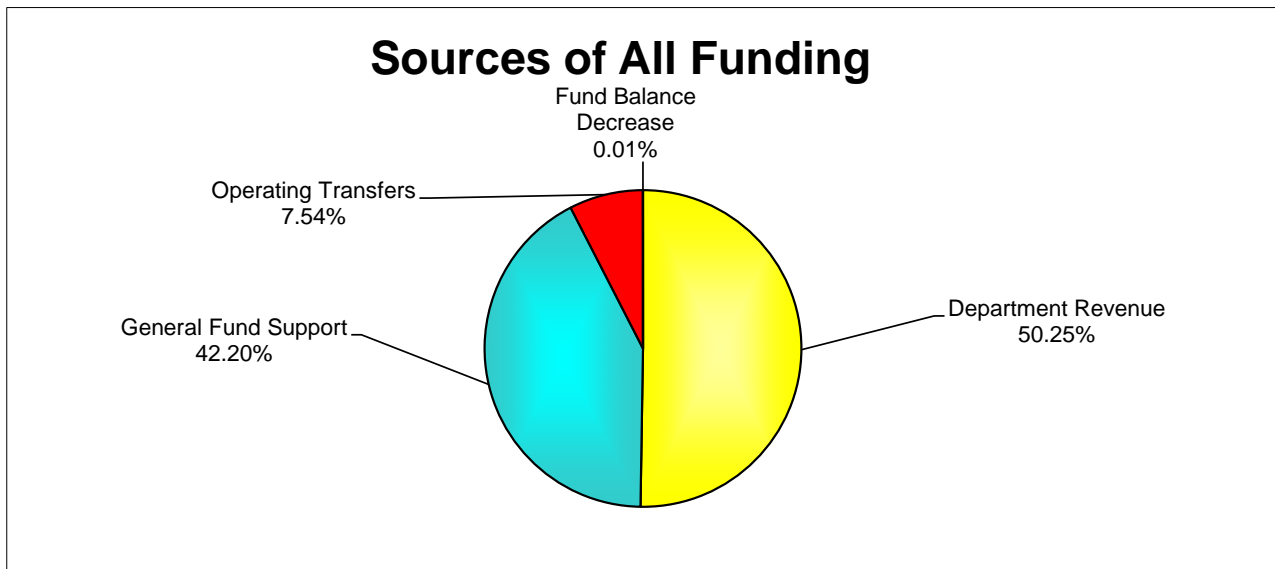
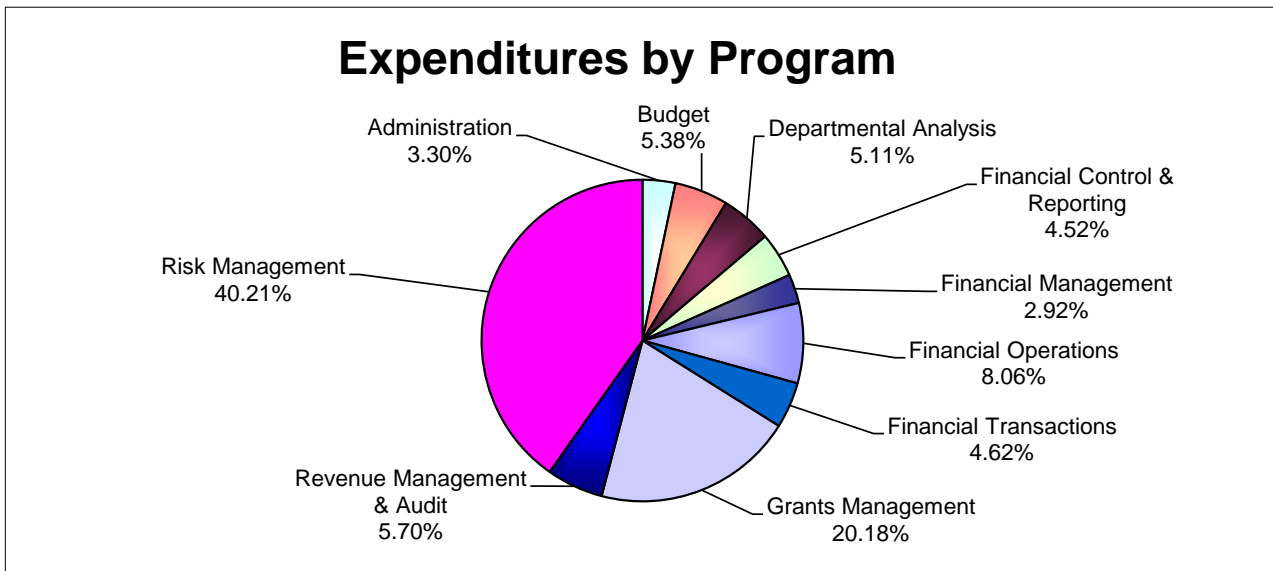
FTEs 222.55

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



Department Summary by Program

Department: Finance & Risk Management

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Administration	907,188	1,590,267	1,368,486
Budget	1,523,239	2,135,557	2,229,712
Departmental Analysis	1,697,328	1,971,219	2,119,484
Financial Control & Reporting	1,646,682	1,750,216	1,873,549
Financial Management	914,148	1,193,413	1,210,954
Financial Operations	3,303,275	3,315,864	3,339,362
Financial Transactions	1,121,831	1,451,284	1,913,470
General Government Services Administration	609	319,598	-
Grants Management	1,917,389	8,038,386	8,364,391
Print Shop	771,434	801,077	-
Revenue Management & Audit	1,906,357	2,287,619	2,362,377
Risk Management	7,858,998	16,698,460	16,663,089
Total Expenditures	<u>23,568,478</u>	<u>41,552,960</u>	<u>41,444,874</u>
<u>Funding by Source</u>			
Revenues			
Administration	18,520	-	-
Financial Operations	22,984	25,000	25,000
Grants Management	4,350	6,000,000	6,000,000
Print Shop	773,529	197,900	-
Revenue Management & Audit	77	-	-
Risk Management	17,726,175	16,565,885	16,256,236
Total Revenues	<u>18,545,635</u>	<u>22,788,785</u>	<u>22,281,236</u>
General Fund Support	14,877,157	18,018,923	18,709,741
Net Operating Transfers In/(Out)	22,423	3,759,932	3,097,093
Fund Balance Decrease/(Increase)	(9,876,737)	(3,014,680)	(2,643,196)
Other Funding Sources	-	-	-
Total Program Funding	<u>23,568,478</u>	<u>41,552,960</u>	<u>41,444,874</u>
<u>Staffing (FTEs) by Program</u>			
Administration	9.60	9.00	7.00
Budget	15.50	18.50	18.80
Departmental Analysis	26.00	25.00	26.00
Financial Control & Reporting	20.88	21.00	21.00
Financial Management	12.00	14.00	13.00
Financial Operations	35.75	35.75	34.75
Financial Transactions	15.00	14.00	18.00

Department Summary by Program

General Government Services Administration	-	2.00	-
Grants Management	30.00	29.00	31.00
Print Shop	8.00	8.00	-
Revenue Management & Audit	30.50	31.00	32.00
Risk Management	21.00	20.00	21.00
Total Staffing (FTEs)	224.23	227.25	222.55

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

Oversee and provide administrative support for the County's financial reporting, budgeting, accounts payable, accounts receivable, payroll, risk management, and certain grants management functions. Manage the County's cash needs and long term debt program. Provide related information to the Board of Supervisors, County Administrator, and the public.

Program Goals & 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, Certificates of Participation, RWRD Obligations
 - 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

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Special reports/analyses/investigations completed	3	2	2
Debt packages prepared	3	2	3
Average Fitch Pima County Bond Rating of AA	yes	yes	yes
Financial information and reports available on Internet	100%	100%	100%
Critical procedures available on Internet	100%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	769,255	994,283	814,804
Operating Expenses	137,933	595,984	553,682
Total Program Expenditures	907,188	1,590,267	1,368,486

Program Funding by Source

Revenues

Charges for Services	18,427	-	-
Miscellaneous Revenue	93	-	-
Operating Revenue Sub-Total	18,520	-	-

Program Summary

Department: Finance & Risk Management
Program: Administration

General Fund Support	888,668	1,590,267	1,368,486
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>907,188</u>	<u>1,590,267</u>	<u>1,368,486</u>

<u>Program Staffing FTEs</u>	9.60	9.00	7.00
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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. Defend taxpayer initiated litigation of net assessed values in conjunction with the County Attorney's Office.

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. Perform Position Control Number (PCN) function in conjunction with the Human Resources Department. 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. Work with the County Attorney's office to defend taxpayer initiated litigation of net assessed values.

Program Goals & Objectives

- Prepare/publish budget schedules/books in a timely manner
 - Ensure budget schedules/books are prepared by due dates established by the County Administrator
- Publish a budget document that satisfies the Government Finance Officers Association (GFOA) guidelines for effective budget presentation
 - Achieve rating of proficient/outstanding for each of the GFOA review criteria
 - Receive the GFOA Distinguished Budget Presentation Award
- Provide County residents timely and accurate information regarding real and secured personal property taxes
 - Compile tax rates/levies by the legislated due date
 - Print and mail more than 430,000 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Budget schedules/books produced by due dates	yes	yes	yes
GFOA review criteria rating of proficient/outstanding received in 93 criteria	93	93	93
GFOA Budget Presentation Award received	yes	yes	yes
Tax rates/levies compiled by due date	yes	yes	yes
Days tax statements mailed prior to taxes due	17	17	17
Taxpayer complaints received re: telephone hotline	0	0	0
FY end projection vs CAFR actual (General Fund) <1.0%	yes	yes	yes

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,184,069	1,469,999	1,585,929
Operating Expenses	339,170	665,558	643,783
Total Program Expenditures	1,523,239	2,135,557	2,229,712

Program Summary

Department: Finance & Risk Management

Program: Budget

General Fund Support	1,523,239	2,135,557	2,229,712
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/	-	-	-
(Increase) Other Funding Sources	-	-	-
Total Program Funding	<u><u>1,523,239</u></u>	<u><u>2,135,557</u></u>	<u><u>2,229,712</u></u>
Program Staffing FTEs	<u>15.50</u>	<u>18.50</u>	<u>18.80</u>

Program Summary

Department: Finance & Risk Management
Program: Departmental Analysis

Function

Provide financial support services to County departments.

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 & Objectives

- Provide timely, accurate, and reliable information and reports to department management and other users
 - Completion of special projects as requested
 - Compilation and submission of annual department budget requests by required due date
 - Compilation and submission of monthly department revenue and expense projections by required due date
 - Compilation and submission of department planning and control reports by due date

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
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%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,664,876	1,867,530	2,011,440
Operating Expenses	32,452	103,689	108,044
Total Program Expenditures	1,697,328	1,971,219	2,119,484
General Fund Support	1,697,328	1,971,219	2,119,484
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	1,697,328	1,971,219	2,119,484

Program Staffing FTEs	26.00	25.00	26.00
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Program Summary

Department: Finance & Risk Management

Program: Financial Control & Reporting

Function

Perform centralized financial reporting and accounting/finance functions for Pima County departments and funds. Monitor compliance with Generally Accepted Accounting Principles (GAAP), policies, procedures, and federal, state, and County laws and regulations. Serve as centralized point of coordination and contact for Pima 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, Pima County Wireless Integrated Network (formerly known as Office of Emergency Management Radio System), 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 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 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 & Objectives

- Inform the Board of Directors and Trustees of the financial status for each fund on a regular basis
 - Provide quarterly presentations of financial statements for the Health Benefits Trust (HBT) and Pima County Wireless Integrated Network (PCWIN)
 - Provide an annual presentation for the Self Insurance Trust (SIT) fund to ensure the Board of Trustees and Directors of each applicable fund are informed of the financial performance and balances during the year
 - Provide financial information for decision making, budgets, policies, and procedures
 - Provide an audited financial status of the County in a timely manner and at a high professional standard
 - Complete and issue the County's audited Comprehensive Annual Financial Report (CAFR) for the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting by December 31st to ensure taxpayers are provided with financial statements that meet or exceeds a high professional standard of financial reporting
 - Provide financial information for decision making, budgets, policies, and procedures and allow for closing of the County financial system in a timely manner
 - Provide the audited financial status of each fund in a timely manner and at a high professional standard for the Board of Supervisors, Department Directors, County staff, and users of the financial statements
 - Complete the year-end independent financial audits for the Health Benefits Trust fund, the Regional Wastewater Reclamation Department, Development Services, Self-Insurance Trust Fund, Stadium District, Pima County Wireless Integrated Network timely
 - Provide financial information for decision making, budgets, policies, and procedures
 - Deliver a cost allocation methodology that provides balances to be used for charging overhead to certain County departments
 - Calculate and issue an indirect cost allocation for internal use in quantifying overhead charges and for external use in federal grants (if allowable); both indirect cost calculations should be completed in sufficient time to be included in the budget for each affected department
 - Provide financial information for decision making, budgets, policies, and procedures
-

Program Summary

Department: Finance & Risk Management
Program: Financial Control & Reporting

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Provide quarterly presentations of financial statements for HBT and PCWIN, and annual presentation for the SIT fund	100%	100%	100%
Complete and issue the County's audited CAFR for the GFOA Certificate of Achievement for Excellence in Financial Reporting by December 31st	yes	yes	yes
Issue the allocations and amounts to be charged for the next budget cycle and meeting budget deadlines	yes	yes	yes
Completed the year-end independent financial audits timely	yes	yes	yes
	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	1,602,057	1,649,290	1,701,271
Operating Expenses	44,625	100,926	172,278
Total Program Expenditures	<u>1,646,682</u>	<u>1,750,216</u>	<u>1,873,549</u>
General Fund Support	1,646,682	1,750,216	1,873,549
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,646,682</u>	<u>1,750,216</u>	<u>1,873,549</u>
<u>Program Staffing FTEs</u>	20.88	21.00	21.00

Program Summary

Department: Finance & Risk Management

Program: Financial Management

Function

Perform centralized cash analysis function for County departments, perform the County's debt management function, review and report on the County's Capital Improvement Program, and support all financial system users through training and operational procedures.

Description of Services

Review and analyze County cash position, review and report on the County's Capital Improvement Program, and provide training and operational procedures for the County's financial system users.

Program Goals & Objectives

- Prepare and analyze monthly cash flow components for the major County departments
 - Provide cash flow statements to the major County departments, including discussion of analysis performed on cash position
 - Provide County departments with information that assists them with their planning and budgetary goals
- Report on the Capital Improvement Program
 - Provide information to the County and public regarding the County's Capital Improvement Program
 - Provide semi-annual reports on the County's bond program
- Create and revise online and instructor-led training and operational procedures for financial system users
 - Provide training and procedures for County staff that utilizes the County's financial system

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Departmental cash flow analyses prepared	17	16	16
Annual Bond Update Reports prepared	2	2	2

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	897,442	1,132,572	1,148,584
Operating Expenses	16,706	60,841	62,370
Total Program Expenditures	914,148	1,193,413	1,210,954
General Fund Support	914,148	1,193,413	1,210,954
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	914,148	1,193,413	1,210,954

Program Staffing FTEs	12.00	14.00	13.00
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Program Summary

Department: Finance & Risk Management

Program: Financial Operations

Function

Perform centralized payment functions of payroll and accounts payable. Process the delivery of United States Postal Service (USPS) and interoffice mail to County departments and outgoing mail to the US post office. Maintain County records as required.

Description of Services

The division strives to issue accurate and timely disbursement of vendor payments that is consistent with regulatory requirements as well as contractual obligations, to provide payroll compensation to the employees of Pima County government on a bi-weekly basis, and to serve as the central location to process incoming/outgoing USPS mail as well as all interdepartmental mail. Maintain records according to the County's Record Retention Schedule.

Program Goals & Objectives

- Provide outstanding customer service
 - Respond to payroll emails and voice mails within a 48 hour time frame
 - Respond to accounts payable emails and voice mails within a 24 hour time frame
- Provide accurate and timely payments and/or information to vendors and employees
 - Disburse County funds based on defined labor protocols and contracts/awards
 - Liabilities are relieved by goods, services, and labor provided within stated terms
- Meet statutory deadlines for payroll and accounts payable
 - Prepare and file standard government quarterly and year-end reports, submit to employees W2 information meeting Federal due dates, submit to vendors 1099 documents meeting Federal dues dates, and prepare and file monthly state/city use tax reports and funds
 - Employees and vendors can file statutory returns by appropriate due dates and government obligations are met

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Average number of outstanding emails and voice message after designated time period stated	0	0	0
Review of financial accounts to ensure balances are reduced or eliminated	yes	yes	yes
Review and Audit of all reports filed, review reports associated with W2s as well as 1099s	yes	yes	yes
Timely payments to employees and vendors	yes	yes	yes

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	2,165,576	2,226,910	2,204,673
Operating Expenses	1,137,699	1,053,954	1,134,689
Capital Equipment > \$5,000	-	35,000	-
Total Program Expenditures	3,303,275	3,315,864	3,339,362

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Miscellaneous Revenue	22,984	25,000	25,000
Operating Revenue Sub-Total	22,984	25,000	25,000

Program Summary

Department: Finance & Risk Management

Program: Financial Operations

General Fund Support	3,280,291	3,290,864	3,314,362
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u><u>3,303,275</u></u>	<u><u>3,315,864</u></u>	<u><u>3,339,362</u></u>
Program Staffing FTEs	<u>35.75</u>	<u>35.75</u>	<u>34.75</u>

Program Summary

Department: Finance & Risk Management

Program: Financial Transactions

Function

Manage user access, application security, and system interfaces; validate application enhancements and interface transactions; and maintain the organizational structure and system integrity for the AMS Advantage, Performance Budgeting, Maximo, and other County finance-related systems.

Description of Services

Act as the functional and security system administrator of the AMS Advantage, Performance Budgeting, Maximo, and other County finance-related systems. Manage user access and approval workflows; maintain, update, validate, and balance interfaces and interface transactions between the various finance-related systems; validate application enhancements; provide summary and detailed system data information to be used for analysis; maintain the organizational structure within various finance-related systems; assist users with processing rejected transactions caused by data entry errors. (Note: Beginning in fiscal year 2015/16, Procedures and Training function is moved to Financial Management. Beginning in fiscal year 2016/17, Maximo functional system administration is moved from the Information Technology Department to Financial Transactions Division).

Program Goals & Objectives

- Successfully perform functional system administration activities for AMS Advantage, Performance Budgeting, Maximo, and other County finance-related systems
 - Process all approved functional application configuration changes within two business days
 - Process all approved Chart of Account changes within two business days
 - Reconcile all system interfaces issues within five business days
- Provide system security administration for AMS Advantage, Performance Budgeting, Maximo, and other County finance-related systems
 - Process all approved security access forms within two business days
 - Process all approved security role change management requests within two business days

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Application configurations processed within 2 business days	n/a	n/a	100%
Chart of Account changes processed within 2 business days	100%	100%	100%
Security changes will be processed within 2 business days	100%	100%	100%
Items reconciled cleared within 5 business days	99%	98%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	960,766	1,246,183	1,698,746
Operating Expenses	161,065	205,101	214,724
Total Program Expenditures	1,121,831	1,451,284	1,913,470
General Fund Support	1,121,831	1,451,284	1,913,470
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	1,121,831	1,451,284	1,913,470

Program Staffing FTEs	15.00	14.00	18.00
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Program Summary

Department: Finance & Risk Management
Program: General Government Services Administration

Function

Oversee Pima County central service departments.

Description of Services

Provide policy direction, administrative oversight, and support for central service departments which offer the following services: financial, budget, risk management, human resources, information technology, procurement, facilities management, fleet services, etc. Coordinate and manage the implementation of Board of Supervisors and County Administrator policies and directives as they pertain to central services departments. (Note: Beginning in fiscal year 2016/17 General Government Services Administration is presented in its own department. Information is presented here for historical purposes.)

Program Goals & Objectives

- Ensure the provision of quality services to County departments by providing efficient and effective management to the central services departments
 - Set up, develop, and monitor program goal and objectives for central services departments
 - Coordinate reporting efforts of central services departments to meet all statutory, Board, and professional requirements
 - Complete mandated reports
 - Implement Board policies and County administrative procedures as they pertain to central services
 - Review and submit central services' budgets to County Administrator
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Mandated reports completed	n/a	yes	n/a
Department budget requests reviewed	n/a	yes	n/a
Hold regular meetings with department directors	n/a	yes	n/a
Set up, discuss, and monitor central services goals and objectives	n/a	yes	n/a

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	-	309,598	-
Operating Expenses	609	10,000	-
Total Program Expenditures	609	319,598	-
General Fund Support	609	319,598	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	609	319,598	-

Program Staffing FTEs	-	2.00	-
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Program Summary

Department: Finance & Risk Management

Program: Grants Management

Function

Manage the financial and compliance elements of Pima County's grants, through planning and organization.

Description of Services

Provide grant acquisition consultation, grant financial processing and administration, grant compliance facilitation and grant technical support across Pima County. Provide grant financial administration functions of accounting, cash flow management, expense monitoring, record keeping and fiscal closeout.

Program Goals & Objectives

- Provide the timely processing of grant financial and cash management services to receive reimbursement for funds spent by Pima County for grant activities
 - Process reimbursement requests promptly so the funds come in within 60 days after the months closing
- Provide grant compliance and technical support to Pima County departments
 - Provide necessary information and training to comply with grant reporting requirements
 - Providing timely and accurate invoice request for processing
- Provide sub-recipient monitoring for Federal grants
 - Provide required reviews, documentation and follow-up for agencies providing program
 - Assurance that programs are being followed as the grant intended
- Provide timely reporting, record keeping, and fiscal closeout
 - Provide the necessary monthly or quarterly reports to record progress for achieving grant program goals
 - Processes results promptly with clean reporting and no findings
- Provide the timely completion of Pima County's Single Audit
 - Complete the Schedule of Expenditures and Federal Awards (SEFA) by March 31st deadline

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Timely processing of grant financial and cash management services for reimbursement	95%	100%	100%
Grant compliance and technical support	yes	yes	yes
Sub-Recipient monitoring completed	30	50	60
Single Audit free of findings	yes	yes	yes
Completion of the Single Audit on time with no findings	yes	yes	yes

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,861,227	1,950,958	2,236,409
Operating Expenses	56,162	6,087,428	6,127,982
Total Program Expenditures	1,917,389	8,038,386	8,364,391

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Miscellaneous Revenue	4,350	-	-
Operating Revenue Sub-Total	4,350	-	-
Intergovernmental	-	6,000,000	6,000,000
Grant Revenue Sub-Total	-	6,000,000	6,000,000

Program Summary

Department: Finance & Risk Management

Program: Grants Management

General Fund Support	1,898,977	2,053,386	2,339,391
Net Operating Transfers In/(Out)	24,597	25,000	25,000
Fund Balance Decrease/(Increase)	(10,535)	(40,000)	-
Other Funding Sources	-	-	-
Total Program Funding	<u><u>1,917,389</u></u>	<u><u>8,038,386</u></u>	<u><u>8,364,391</u></u>
Program Staffing FTEs	<u>30.00</u>	<u>29.00</u>	<u>31.00</u>

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 services to all downtown County departments. (Note: Beginning in fiscal year 2016/17, the Print Shop is presented in the Communications Office. Information is presented here for historical purposes.)

Program Goals & Objectives

- Revenues lowered by 75% due to County departments being charged through cost allocation plan
 - Charge direct costs with no mark-up
- Lower costs to County departments in order to encourage sending work to the Print Shop
- Continue to identify and address quality issues in production
- Improve processes
- Reduce errors and waste
- Track job reruns in order to find issues in production
 - Use data to improve production standards and procedures
 - Keep reruns within industry standard of under 2%
- Maintain on-time deliveries

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
On-time deliveries	100%	100%	n/a
Reruns under 2%	yes	yes	n/a

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	448,310	461,512	-
Operating Expenses	296,041	309,010	-
Capital Equipment > \$5,000	61,077	30,000	-
Contra Expense	(61,076)	(30,000)	-
Depreciation	27,082	30,555	-
Total Program Expenditures	771,434	801,077	-

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Charges for Services	772,754	197,500	-
Investment Earnings	775	400	-
Special Programs Revenue Sub-Total	773,529	197,900	-

Program Summary

Department: Finance & Risk Management

Program: Print Shop

General Fund Support	-	-	-
Net Operating Transfers In/(Out) Fund	(2,229)	641,503	(221,339)
Balance Decrease/(Increase)	134	(38,326)	221,339
Other Funding Sources	-	-	-
Total Program Funding	<u>771,434</u>	<u>801,077</u>	<u>-</u>
Program Staffing FTEs	<u>8.00</u>	<u>8.00</u>	<u>-</u>

Program Summary

Department: Finance & Risk Management
Program: Revenue Management & Audit

Function

The Revenue Management and Internal Audit Division is responsible for increasing the County's revenues through improved efficiency and collections as well as assist the Board of Supervisors and County Management in the effective discharge of their responsibilities.

Description of Services

Establish accounts receivables and billings for a variety of County departments. Account for receivables and distribute collected funds. Provide for collection and enforcement of delinquent accounts. Monitor revenue contracts. Provide formation services and fiscal monitoring of all phases of the Improvement District process. File state mandated financial reports. Perform internal audits on high risk areas in the County.

Program Goals & Objectives

- Provide accurate and timely invoices for all revenue due to the County
 - Process invoices promptly to County customers and vendors
 - Revenue is received promptly from customers upon due date
 - Process all deposits accurately and timely
 - Ensure all funds received are deposited within a 48 hour timeframe
 - Prompt revenue posting to applicable departments
 - Ensure that all monthly, quarterly and annual reports are compiled accurately and by due dates
 - Provide monthly, quarterly, and annual reports to ensure progress is being made on collection of accounts receivables and other revenues received
 - Provide status of collections and report to outside agencies as required
 - Provide accurate results and recommendations regarding any consultations, reviews, or audits to department management and County Administration
 - Provide accurate results and recommendations
 - Improve management's discharge of their responsibilities
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Accurate and timely invoices processed	yes	yes	yes
Deposits are processed within 48 hour time frame	90%	95%	100%
Reporting is accurate and completed by due dates	90%	90%	95%
Audits, reviews, and consultations completed	12	16	18

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,821,206	2,146,312	2,209,841
Operating Expenses	85,151	141,307	152,536
Total Program Expenditures	1,906,357	2,287,619	2,362,377

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Investment Earnings	77	-	-
Other Special Revenue Sub-Total	77	-	-

Program Summary

Department: Finance & Risk Management

Program: Revenue Management & Audit

General Fund Support	1,905,384	2,263,119	2,340,333
Net Operating Transfers In/(Out)	29,088	25,000	20,000
Fund Balance Decrease/(Increase)	(28,192)	(500)	2,044
Other Funding Sources	-	-	-
Total Program Funding	<u><u>1,906,357</u></u>	<u><u>2,287,619</u></u>	<u><u>2,362,377</u></u>
Program Staffing FTEs	<u>30.50</u>	<u>31.00</u>	<u>32.00</u>

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 the Pima County employment insurance. (Pima County Code 3.04, Resolution 1987-175, Resolution 1990-110).

Description of Services

Administer a comprehensive risk management program to protect and conserve the County's human, financial, and physical assets. Provide funding to pay for losses without large disruptions of departmental budgets. Manage the County's trust fund and administer the self-insurance and insurance programs. 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, 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.

Program Goals & Objectives

- Ensure County is in compliance with federal and state Occupational Safety and Health Administration (OSHA) regulations and standards
 - Audit and assist County compliance with federal and state occupational safety and health regulations and standards such as Arizona Department of Occupational Safety and Health (ADOSH)
 - Provide required OSHA training to all applicable employees
 - Oversee asbestos removal and provide other industrial hygiene services to departments for both general and specific environmental issues and liabilities
 - Provide computer based and classroom training to employees and management on safety and risk related issues
 - Identify County exposures to risk and recommend ways to decrease those risks
 - Total Recordable Case Rate (TRCR) and Days Away Restricted Transferred (DART) are OSHA's formulas measuring the frequency and severity of work related injuries
 - Reduce OSHA recordable injuries and number of days away from work on restricted duty from previous years
 - Departments and Driver Accident Committee review driving incidents to determine preventability and identify training needs
 - Seek payment for damages to County assets caused by other parties
 - Procure insurance and maintain a balance between cost and coverage
 - Establish and review insurance requirements for County contracts and other documents related to County activities
 - Review Statement of Values annually to insure properties are properly covered
 - Procure insurance and risk management services in accordance with County purchasing rules
 - Determine if coverages and retentions are appropriate for the County
 - Perform claim administration for County self-insurance programs: worker's compensation, automobile, general and other liability and property claims
 - Workers' Compensation claims accepted or denied within the statutory period
 - Liability claims investigated to determine liability and damages
-

Program Summary

Department: Finance & Risk Management
Program: Risk Management

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Safety inspections and gap analysis reports	400	400	400
ADOSH cited safety violations	0	0	0
Employees receiving training on safety and risk issues	619	918	1,609
Annual TRCR and DART goals met by County	yes	yes	yes
Statement of Values reviewed and changes documented	yes	yes	yes
Claims investigated and appropriate subrogation initiated	100%	100%	100%
Statement of Values reviewed and updated annually	yes	yes	yes
Driver Accident Committee reviewed motor incidents	100%	100%	100%
Review insurance coverages and retentions annually	yes	yes	yes
	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	2,068,163	2,205,850	2,349,510
Operating Expenses	5,816,483	14,490,868	14,311,837
Capital Equipment > \$5,000	(24,844)	-	-
Contra Expense	(2,546)	-	-
Depreciation	1,742	1,742	1,742
Total Program Expenditures	7,858,998	16,698,460	16,663,089
Program Funding by Source			
Revenues			
Charges for Services	17,138,016	15,623,235	15,629,366
Investment Earnings	530,504	844,832	560,319
Miscellaneous Revenue	57,655	97,818	66,551
Special Programs Revenue Sub-Total	17,726,175	16,565,885	16,256,236
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(29,033)	3,068,429	3,273,432
Fund Balance Decrease/(Increase)	(9,838,144)	(2,935,854)	(2,866,579)
Other Funding Sources	-	-	-
Total Program Funding	7,858,998	16,698,460	16,663,089
Program Staffing FTEs	21.00	20.00	21.00

Fleet Services

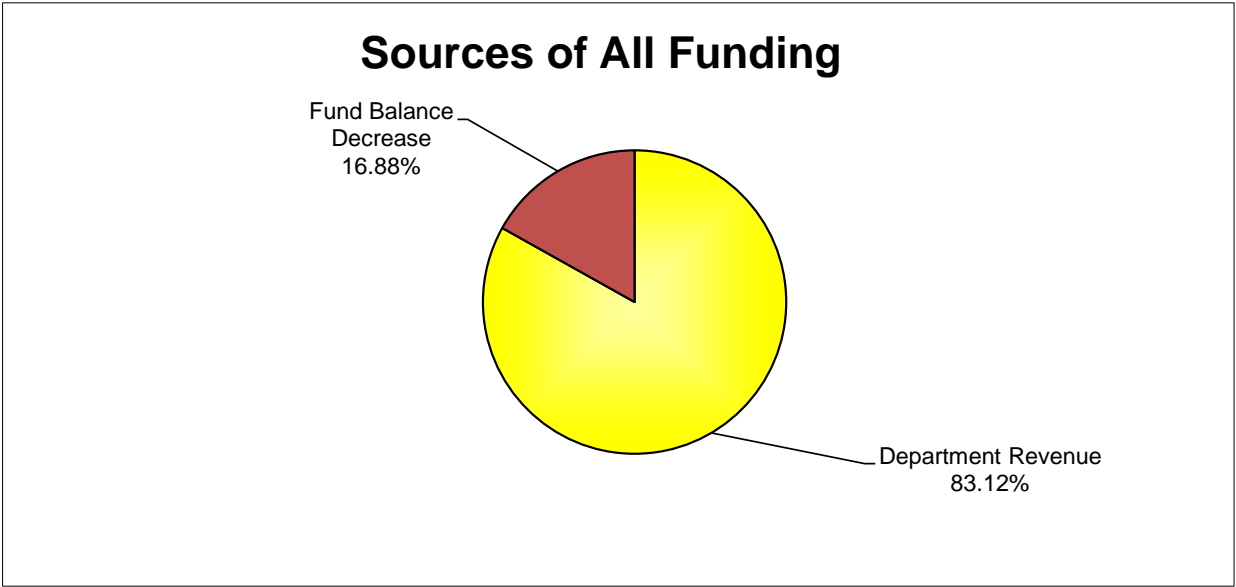
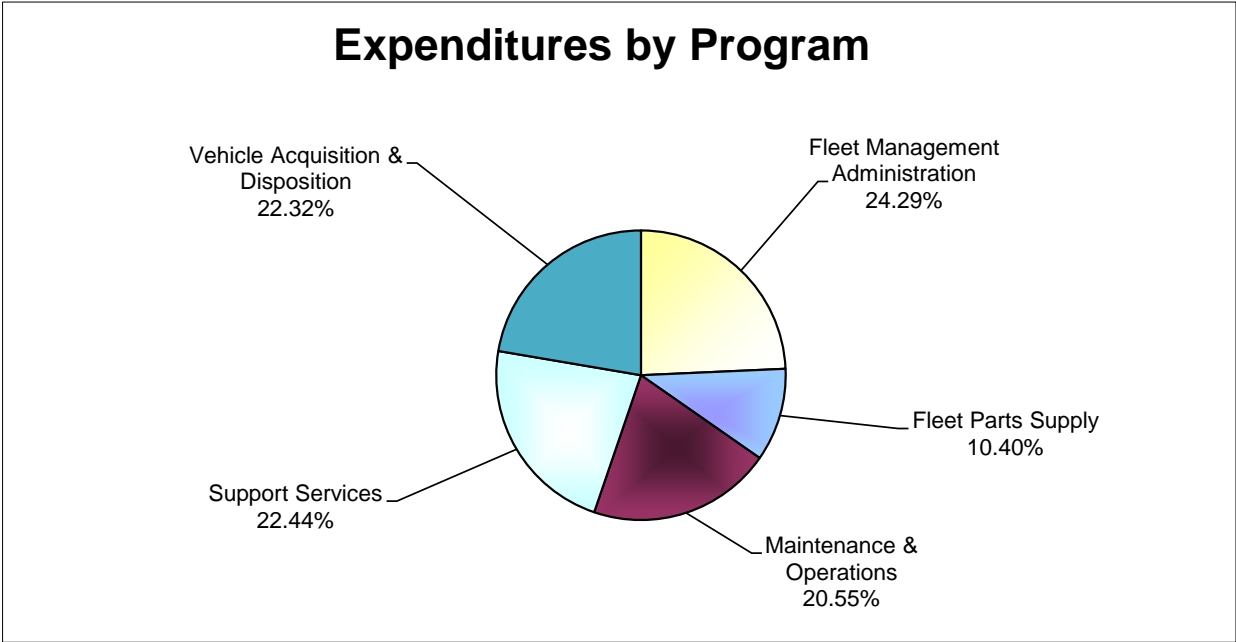
Expenditures: 21,924,586

Revenues: 20,291,377

FTEs 56.00

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

Mandates: None



Department Summary by Program

Department: Fleet Services

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Fleet Management Administration	3,893,237	4,399,141	5,324,329
Fleet Parts Supply	1,442,526	2,243,551	2,280,887
Maintenance & Operations	4,078,374	4,905,074	4,506,282
Support Services	4,471,762	5,025,827	4,918,715
Vehicle Acquisition & Disposition	3,681,252	3,763,458	4,894,373
Total Expenditures	<u>17,567,151</u>	<u>20,337,051</u>	<u>21,924,586</u>
<u>Funding by Source</u>			
Revenues			
Fleet Management Administration	17,666,033	17,916,413	18,166,377
Fleet Parts Supply	1,620	1,500	1,500
Maintenance & Operations	2,247,225	2,053,500	2,203,500
Support Services	1,140,469	120,800	120,000
Vehicle Acquisition & Disposition	(166,601)	(325,000)	(200,000)
Total Revenues	<u>20,888,746</u>	<u>19,767,213</u>	<u>20,291,377</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(1,802,797)	(2,435,911)	(2,488,452)
Fund Balance Decrease/(Increase)	(1,664,762)	3,005,749	4,121,661
Other Funding Sources	145,964	-	-
Total Program Funding	<u>17,567,151</u>	<u>20,337,051</u>	<u>21,924,586</u>
<u>Staffing (FTEs) by Program</u>			
Fleet Management Administration	12.00	12.00	13.00
Fleet Parts Supply	4.00	4.00	6.00
Maintenance & Operations	37.00	35.00	36.00
Support Services	2.00	2.00	1.00
Total Staffing (FTEs)	<u>55.00</u>	<u>53.00</u>	<u>56.00</u>

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 the operational budget, financial forecasts, fleet utilization, mileage rate analysis, fuel management, Motor Pool management, procurement, accounts receivable and accounts payable, and Arizona Motor Vehicle Division license and title requests.

Program Goals & Objectives

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

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Operating cost per mile	\$1	\$1	\$1
County miles driven	14,966,459	15,937,434	16,000,000
Business processes reviewed or created	3	5	5
Quantity of alternative fuel vehicles in County fleet	801	821	840

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	832,477	894,703	938,852
Operating Expenses	2,991,315	3,435,531	4,311,554
Depreciation	69,445	68,907	73,923
Total Program Expenditures	3,893,237	4,399,141	5,324,329

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Charges for Services	17,213,615	17,304,913	17,736,377
Investment Earnings	151,237	81,500	145,000
Miscellaneous Revenue	104,141	205,000	85,000
Gain or Loss on Disposal of Assets	197,040	325,000	200,000
Special Programs Revenue Sub-Total	17,666,033	17,916,413	18,166,377
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(2,176,926)	(2,435,911)	(2,488,452)
Fund Balance Decrease/(Increase)	(11,595,870)	(11,081,361)	(10,353,596)
Other Funding Sources	-	-	-

Program Summary

Department: Fleet Services
Program: Fleet Management Administration

Total Program Funding	<u>3,893,237</u>	<u>4,399,141</u>	<u>5,324,329</u>
<u>Program Staffing FTEs</u>	12.00	12.00	13.00

Program Summary

Department: Fleet Services
Program: Fleet Parts Supply

Function

Purchase and maintain inventory of parts and accessories needed for preventive maintenance, routine repairs, and special builds of County vehicles and equipment.

Description of Services

Purchase parts and accessories required to maintain and repair all County motor vehicles and equipment. Perform periodic aging analyses of the inventory to identify and remove obsolete items.

Program Goals & Objectives

- Remove obsolete parts from inventory and replace with more current inventory
- Ensure that parts turnover occurs at least four times per year

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Parts inventory turnover per year	4	4	4

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	198,593	219,935	346,380
Operating Expenses	1,243,933	2,023,616	1,930,176
Capital Equipment > \$5,000	20,121	-	-
Contra Expense	(20,121)	-	-
Depreciation	-	-	4,331
Total Program Expenditures	1,442,526	2,243,551	2,280,887

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Miscellaneous Revenue	1,620	1,500	1,500
Special Programs Revenue Sub-Total	1,620	1,500	1,500
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1,440,906	2,242,051	2,279,387
Other Funding Sources	-	-	-
Total Program Funding	1,442,526	2,243,551	2,280,887

Program Staffing FTEs	4.00	4.00	6.00
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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 & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Quantity of mechanics with ASE certification	27	30	34
Mechanic direct labor utilization rate	63%	75%	75%
Preventive maintenance compliance rate	98%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,979,211	2,116,661	2,277,563
Operating Expenses	1,563,595	2,029,335	1,992,229
Capital Equipment > \$5,000	199,755	22,000	-
Contra Expense	(11,651)	(22,000)	-
Depreciation	347,464	759,078	236,490
Total Program Expenditures	4,078,374	4,905,074	4,506,282

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Intergovernmental	3,153	3,500	3,500
Charges for Services	2,274,173	2,050,000	2,200,000
Miscellaneous Revenue	336	-	-
Gain or Loss on Disposal of Assets	(30,437)	-	-
Special Programs Revenue Sub-Total	2,247,225	2,053,500	2,203,500
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1,831,149	2,851,574	2,302,782
Other Funding Sources	-	-	-
Total Program Funding	4,078,374	4,905,074	4,506,282

Program Staffing FTEs	37.00	35.00	36.00
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Program Summary

Department: Fleet Services
Program: Support Services

Function

Provide fuel and maintain a fuel supply infrastructure for the operation of vehicles and equipment owned by the County. 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.

Note: Intergovernmental agreements to provide fuel to other local governments and non-profit agencies were canceled as of the end of fiscal year 2014/15. Expenditures and revenues for fiscal year 2014/15 Actuals include the intergovernmental agreements.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Continuous monitoring of utilization at all Motor Pool sites to achieve a goal of 60% minimum utilization	41%	50%	60%
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

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	90,581	123,306	65,387
Operating Expenses	4,381,181	4,902,521	4,853,328
Total Program Expenditures	4,471,762	5,025,827	4,918,715

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Intergovernmental	1,018,731	-	-
Charges for Services	122,103	120,800	120,000
Miscellaneous Revenue	(365)	-	-
Special Programs Revenue Sub-Total	1,140,469	120,800	120,000
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	3,331,293	4,905,027	4,798,715
Other Funding Sources	-	-	-

Program Summary

Department: Fleet Services
Program: Support Services

Total Program Funding	<u>4,471,762</u>	<u>5,025,827</u>	<u>4,918,715</u>
<u>Program Staffing FTEs</u>	2.00	2.00	1.00

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 a vehicle's useful life.

Program Goals & Objectives

- Achieve an average of no more than 180 days from time vehicle order placed until the equipment is received (excluding special build vehicles)
- Place all vehicles in service within 30 days of receiving vehicle
- Dispose of obsolete or surplus vehicles and equipment in a timely and cost effective manner
 - Achieve an average of no more than 45 days from date vehicle is removed from service to auction posting

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Vehicle received within 180 days from order date	100%	100%	100%
Vehicles placed in service within 30 days	100%	100%	100%
Vehicles meeting auction posting deadline	100%	100%	100%

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Operating Expenses	17,548	25,000	25,000
Capital Equipment > \$5,000	3,754,207	4,535,070	5,338,497
Contra Expense	(3,962,940)	(4,535,070)	(5,338,497)
Depreciation	3,872,437	3,738,458	4,869,373
Total Program Expenditures	3,681,252	3,763,458	4,894,373

Program Funding by Source

Revenues			
Gain or Loss on Disposal of Assets	(166,601)	(325,000)	(200,000)
Special Programs Revenue Sub-Total	(166,601)	(325,000)	(200,000)
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	374,129	-	-
Fund Balance Decrease/(Increase)	3,327,760	4,088,458	5,094,373
Other Funding Sources	145,964	-	-
Total Program Funding	3,681,252	3,763,458	4,894,373

General Gov't Services Administration

Expenditures: 335,331

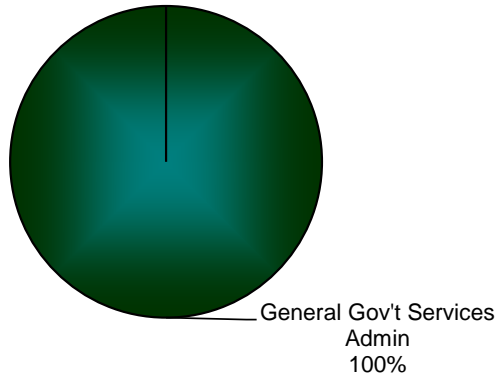
FTEs 2.00

Revenues: 0

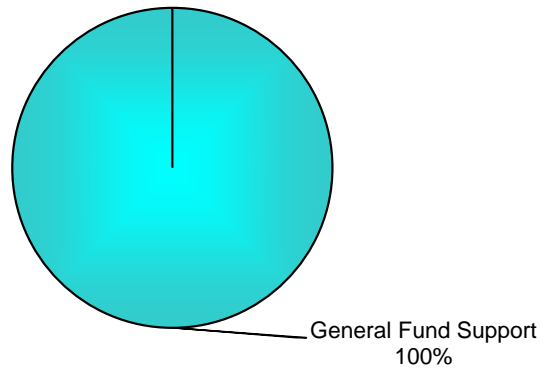
Function Statement: Oversee Pima County central service departments. Provide policy direction, administrative oversight, and support for central service departments. Coordinate and manage the implementation of Board of Supervisors and County Administrator policies and directives as they pertain to central services departments.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **General Government Services Administration**

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
General Government Services Administration	-	-	335,331
Total Expenditures	<u>-</u>	<u>-</u>	<u>335,331</u>
General Fund Support	-	-	335,331
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>-</u>	<u>-</u>	<u>335,331</u>
<u>Staffing (FTEs) by Program</u>			
General Government Services Administration	-	-	2.00
Total Staffing (FTEs)	<u>-</u>	<u>-</u>	<u>2.00</u>

Program Summary

Department: General Government Services Administration

Program: General Government Services Administration

Function

Oversee Pima County central service departments.

Description of Services

Provide policy direction, administrative oversight, and support for central service departments which offer the following services: financial, budget, risk management, human resources, information technology, procurement, facilities management, and fleet services. Coordinate and manage the implementation of Board of Supervisors and County Administrator policies and directives as they pertain to central services departments.

Program Goals & Objectives

- Ensure the provision of quality services to County departments by providing efficient and effective management to the central services departments
 - Set up, develop, and monitor program goal and objectives for central services departments
- Coordinate reporting efforts of central services departments to meet all statutory, Board, and professional requirements
 - Complete mandated reports
- Implement Board policies and County administrative procedures as they pertain to central services
- Review and submit central services' budgets to County Administrator

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Mandated reports completed	n/a	n/a	yes
Department budget requests reviewed	n/a	n/a	yes
Hold regular meetings with department directors	n/a	n/a	yes
Set up, discuss, and monitor central services goals and objectives	n/a	n/a	yes

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	-	-	320,785
Operating Expenses	-	-	14,546
Total Program Expenditures	-	-	335,331
General Fund Support	-	-	335,331
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	-	-	335,331

Program Staffing FTEs	-	-	2.00
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Human Resources

Expenditures: 73,052,863

Revenues: 71,026,353

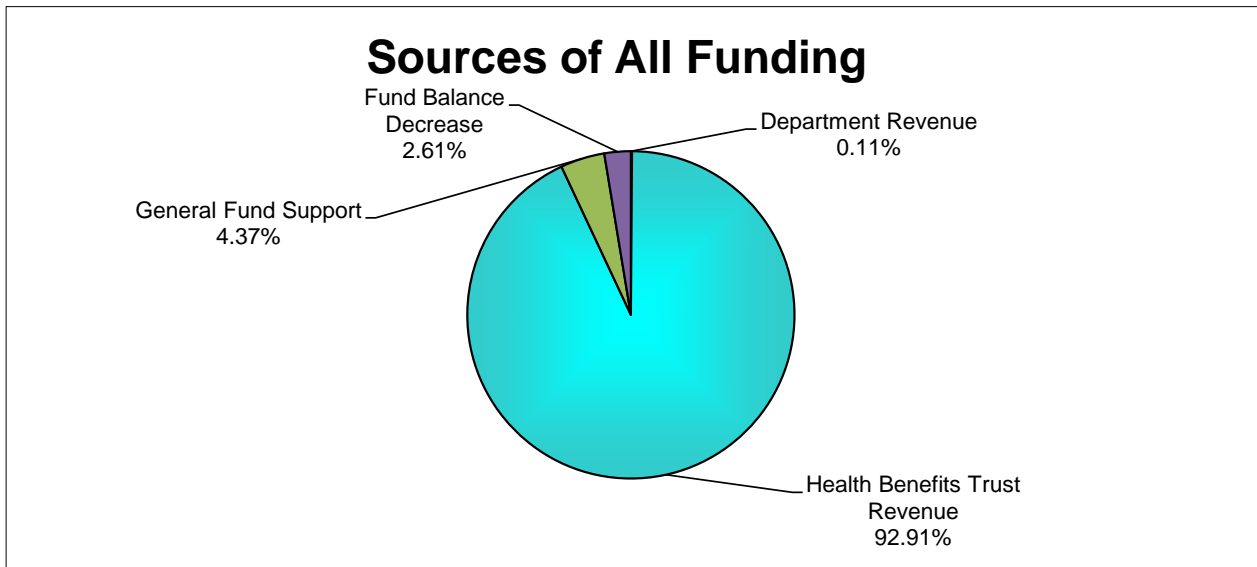
FTEs 46.00

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. Administers the 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

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Administration	839,355	1,229,709	1,231,311
Compensation/Classification/Recruitment	817,319	892,666	951,059
Employment Rights, FMLA, E-Verify & Training	912,152	872,843	915,912
Health Benefits	56,569,600	64,388,635	69,635,384
Reports and Records	333,517	332,520	319,197
Total Expenditures	<u>59,471,943</u>	<u>67,716,373</u>	<u>73,052,863</u>
<u>Funding by Source</u>			
Revenues			
Health Benefits	64,104,740	64,898,600	70,942,533
Reports and Records	67,746	88,500	83,820
Total Revenues	<u>64,172,486</u>	<u>64,987,100</u>	<u>71,026,353</u>
General Fund Support	2,834,597	3,239,238	3,333,659
Net Operating Transfers In/(Out)	-	(3,300,000)	(3,300,000)
Fund Balance Decrease/(Increase)	(7,535,140)	2,790,035	1,992,851
Other Funding Sources	-	-	-
Total Program Funding	<u>59,471,943</u>	<u>67,716,373</u>	<u>73,052,863</u>
<u>Staffing (FTEs) by Program</u>			
Administration	7.00	6.00	5.00
Compensation/Classification/Recruitment	12.00	12.00	12.00
Employment Rights, FMLA, E-Verify & Training	10.00	10.00	10.00
Health Benefits	15.00	14.00	15.00
Reports and Records	4.00	4.00	4.00
Total Staffing (FTEs)	<u>48.00</u>	<u>46.00</u>	<u>46.00</u>

Program Summary

Department: Human Resources
Program: Administration

Function

Provide direction and approval of employment related services including, but not limited to, Merit System Rules and Personnel Policies (MSR/PP) development and interpretation, mandatory training, affirmative action reporting, employee relations, recruitment, benefits, classification, compensation, Family and Medical Leave 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. Direct and administer all financial, IT and procurement obligations for the department. Ensure all departments and staff are provided the quality assistance they need to direct and manage the County workforce and to effectively work as a Pima County employee. Improve overall human resources information management within the County through installation and implementation of Automatic Data Processing (ADP). Identify, investigate, and recommend corrective action for potential violations of federal, state, and local laws relating to human resources in a timely fashion. Serve as the custodian of official personnel records and provide the 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.

(Note: The HR Director is the designated Health Benefits Plan Administrator and serves as a trustee on the Pima County Health Benefits Trust Board which is appointed by the Pima County Board of Supervisors.)

Program Goals & Objectives

- Benchmark, analyze, and improve the County's attrition rate

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
County employee turnover rate	12%	11%	11%
	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	301,035	462,272	444,070
Operating Expenses	538,320	767,437	787,241
Total Program Expenditures	<u>839,355</u>	<u>1,229,709</u>	<u>1,231,311</u>
General Fund Support	839,355	1,229,709	1,231,311
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>839,355</u>	<u>1,229,709</u>	<u>1,231,311</u>
<u>Program Staffing FTEs</u>	7.00	6.00	5.00

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 studies and audits, compensation reviews and market studies.

Description of Services

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 and quality levels of public service. Develop recruitment and selection plans for vacant positions. Review and advertise requests to fill positions using local advertising and electronic/social media. 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 reviews.

Program Goals & Objectives

- Utilize emerging technology (Internet based Applicant Tracking System) to reduce paper/manual processing times to provide departments certified list of qualified job applicants within 14 days of closing date and reduce the time to fill a position to 52 days or less
- Ensure equal pay for equal work via a fair and equitable compensation plan and ensure all County employees are working within properly defined classifications by audit reviews
- Complete position reallocations within 52 calendar days of request
- Receive all applications for employment in Pima County, review for eligibility for positions, and forward certified candidates to departments for consideration

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Average calendar days to complete certified list of qualified job applicants	14	14	14
Average calendar days to fill vacancies	54	52	52
Applications received/reviewed	16,342	21,444	25,732
Classification/Compensation Audit review performed	360	375	1,074
Average calendar days to complete reallocations	45	52	52

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	776,477	874,956	887,444
Operating Expenses	40,842	17,710	63,615
Total Program Expenditures	817,319	892,666	951,059
General Fund Support	817,319	892,666	951,059
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	817,319	892,666	951,059

Program Staffing FTEs	12.00	12.00	12.00
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Program Summary

Department: Human Resources

Program: Employment Rights, FMLA, E-Verify & Training

Function

Provide Merit System Rules and Personnel Policy (MSR/PP) interpretation and review to Pima County management staff and employees. Investigate allegations of violations of the MSR/PP or personnel related Board of Supervisors Policies and/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.

Description of Services

Employment Rights: Provide official interpretation of MSR/PP 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 MSR/PP and Law Enforcement MSR. Respond to and investigate Equal Employment Opportunity (EEO) and non-EEO grievances. Respond to and investigate workplace violence, workplace bullying, and sexual/workplace harassment allegations. Respond to and investigate claims of unpaid wages and work in concert with Finance-Payroll to ensure compliance with the Fair Labor Standards Act (FLSA) and County policies. Provide services to management and employees regarding layoffs. Provide training to managers and supervisors on the topics of FLSA and ADA.

Family Medical Leave Act (FMLA) and Employment Eligibility Verification (E-Verify) Services: Provide training to new managers, supervisors, and department personnel representatives on County procedures, FMLA regulations, Catastrophic Leave Bank Program (CAT Bank), and Form I 9 procedures through formal and informal means including quarterly newsletters and refresher sessions as needed. Process all Pima County new hires (except those of Superior Court, Juvenile Court, and Clerk of the Courts) through E-Verify. Review, approve, and monitor Family and Medical Leave (FML) for Pima County employees (except those of Superior Court, Juvenile Court, and Clerk of the Courts employees). Train managers, supervisors, and department personnel representatives on relevant federal, state, and county mandates and procedures. Process and maintain CAT Bank requests, FMLA records and Form I 9 for permanent retention for County employees in accordance with federal, state, and County mandates and procedures.

Management Training Program: Educate managers and supervisors on federal, state and County mandates. Provide a comprehensive compliance-oriented curriculum covering a variety of courses that promote effective workforce management: (1) Intro to Rules and Policies, (2) FMLA/FLSA/ADA, (3) Positive and Progressive Discipline, (4) Performance Management, (5) Preventing Sexual and Workplace Harassment and Discrimination, (6) Workplace Violence Prevention / Workplace Bullying Prevention / and Workplace Ethics. Coordinate, schedule and oversee the New Employee Orientation program. Develop and deliver specialized training classes, one-on-one coaching, and on-site workshops for supervisory and non-supervisory staff.

Program Goals & Objectives

- Provide a venue and process for professionally resolving internal complaints and work-related disputes
 - Promptly investigate allegations
 - Facilitate mediation process
 - Provide as needed "intake" of complaints from management and employees
- Provide official MSR/PP interpretations to Pima County management staff and employees
 - Provide as needed "intake" of questions and concerns
 - Promptly interpret and respond to questions and concerns
- Ensure accurate payment of back wages in compliance with the FLSA and County policies
 - Promptly investigate claims of unpaid wages
 - Work in concert with Finance-Payroll to process payments
- Ensure countywide compliance with the mandatory management training program
 - Plan, organize and facilitate the management core series curriculum
 - Create and implement a system for tracking compliance
 - Maintain attendance records in accordance with established retention policy guidelines
- Prepare management staff to function successfully in a public sector environment
 - Generate courses that promote compliance and consistent application of personnel mgmt principles and dept directives
 - Provide technical assistance and compliance review for the Trainee and Performance Management programs

Program Summary

Department: Human Resources

Program: Employment Rights, FMLA, E-Verify & Training

- Comply with discrimination laws on sexual and workplace harassment prevention
 - Provide formal classroom training and one-on-one coaching
 - Provide specialized training to address discriminatory conduct attributed to a a designated group or department
 - Facilitate triennial training sessions to ensure countywide compliance with Board policies and a Superior Court mandate
- Enhance the New Employee Orientation Program for maximum effectiveness
 - Establish and implement a consistent systematic process that incorporates a diverse group of subject matter experts
 - Plan and schedule sessions, prepare agendas, organize presenters and conduct audits to ensure program efficiency
 - Troubleshoot problems, issues and concerns promptly to minimize any adverse impact on program operations
- Ensure countywide compliance of the FMLA, CAT Bank leave, and E-Verify programs with County administrative procedures
- Process all Pima County new hires (except those of Superior and Juvenile Courts) through E-Verify
- Review and approve requests for Family and Medical Leave (FML) for Pima County employees (except court employees)
- Review and process all CAT Bank enrollments and requests for hours for each pay period

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Number of contacts for MSR/PP interpretation	2,183	1,750	1,750
ADA requests for accommodation	74	80	85
Investigations conducted	51	60	65
Requests for mediation	17	20	25
Management Core Series Training (headcount)	2,269	925	1,800
Specialized Training / Coaching (headcount)	43	95	50
New Employee Orientation (headcount)	343	500	510
Employees processed through E-Verify	1,045	1,149	1,197
Number of FMLA requests received	861	1,145	1,260
Number of FMLA requests approved	782	1,030	1,134

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	877,583	799,036	847,918
Operating Expenses	34,569	73,807	67,994
Total Program Expenditures	912,152	872,843	915,912
General Fund Support	912,152	872,843	915,912
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	912,152	872,843	915,912

Program Staffing FTEs	10.00	10.00	10.00
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Program Summary

Department: Human Resources

Program: Health Benefits

Function

Administer the self insurance Health Benefits Trust Internal Service Fund. Provide employees with comprehensive and affordable benefits options for healthcare (medical and dental), life insurance, as well as other ancillary services and 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 the employees and their families.

Description of Services

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. Provide benefits administration and advocacy; contract development, negotiations, and renewal activity; and 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 of County employees through financial and other incentives including those connected with health insurance premiums. Provide special follow-up and assistance to employees identified at highest risk for preventable illnesses and excessive medical costs, and when health problems do exist help employees better manage their condition through an organized intervention program.

(Note: The HR Director is the designated Health Benefits Plan Administrator and serves as a trustee on the Pima County Health Benefits Trust Board which is appointed by the Pima County Board of Supervisors.)

Program Goals & Objectives

- Inform and educate employees regarding the County's various plans and benefits options through scheduled benefit information sessions
 - Provide employees a comprehensive wellness program to help control increases in medical costs and improve quality of life through various scheduled wellness events
 - Provide education and resources to help employees identify and reduce health risks before serious health problems occur and thereby hold needed interventions to no more than 1% of covered employees
 - Reduce benefits complaints for resolution to 10% or less
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Percentage of employees attending benefit information sessions	39%	45%	45%
Percentage of benefits complaints for resolution	10%	10%	10%
Percentage of covered employees needing Human Resources intervention for health issues	1%	1%	1%
Total attendance at wellness events	51,354	55,000	57,000

Program Summary

Department: Human Resources

Program: Health Benefits

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	833,992	1,013,312	1,093,700
Operating Expenses	55,735,608	63,375,323	68,541,684
Total Program Expenditures	56,569,600	64,388,635	69,635,384
<u>Program Funding by Source</u>			
Revenues			
Charges for Services	61,873,738	63,057,700	68,899,643
Investment Earnings	72,648	64,900	75,690
Miscellaneous Revenue	2,158,354	1,776,000	1,967,200
Special Programs Revenue Sub-Total	64,104,740	64,898,600	70,942,533
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	(3,300,000)	(3,300,000)
Fund Balance Decrease/(Increase)	(7,535,140)	2,790,035	1,992,851
Other Funding Sources	-	-	-
Total Program Funding	56,569,600	64,388,635	69,635,384
<u>Program Staffing FTEs</u>	15.00	14.00	15.00

Program Summary

Department: Human Resources
Program: Reports and Records

Function

Maintain official employee personnel records in automated information program; maintain data necessary to meet federal reporting requirements; process personnel action forms; process data in Enterprise V5; and manage the employee discount and bus pass program.

Description of Services

Manage the Records Center which houses all electronic official personnel files and hardcopy medical files of terminated employees. Respond to subpoenas and requests for employment verifications. Maintain personnel documents within the records center in a manner consistent with the Arizona Revised Statutes (ARS) and Human Resources Policies and Procedures. Manage the employee discount and bus pass programs and ensure proper reconciliation of each account. Verify and process all personnel action forms to ensure compliance with County rules and policies.

Program Goals & Objectives

- Ensure that official personnel records are maintained accurately, timely, completely, and are easily accessible in accordance with the Arizona State Retention Schedule
 - Ensure data entered into Enterprise V5 are accurate and timely in accordance with County rules and policies
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Personnel records reviewed for compliance with Arizona State Retention Schedule	1,300	1,200	1,100
<hr/>			
Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	265,461	243,770	236,747
Operating Expenses	68,056	88,750	82,450
Total Program Expenditures	333,517	332,520	319,197
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Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Miscellaneous Revenue	67,746	88,500	83,820
Operating Revenue Sub-Total	67,746	88,500	83,820
General Fund Support	265,771	244,020	235,377
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	333,517	332,520	319,197
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Program Staffing FTEs	4.00	4.00	4.00

Information Technology

Expenditures: 39,244,651

Revenues: 25,371,019

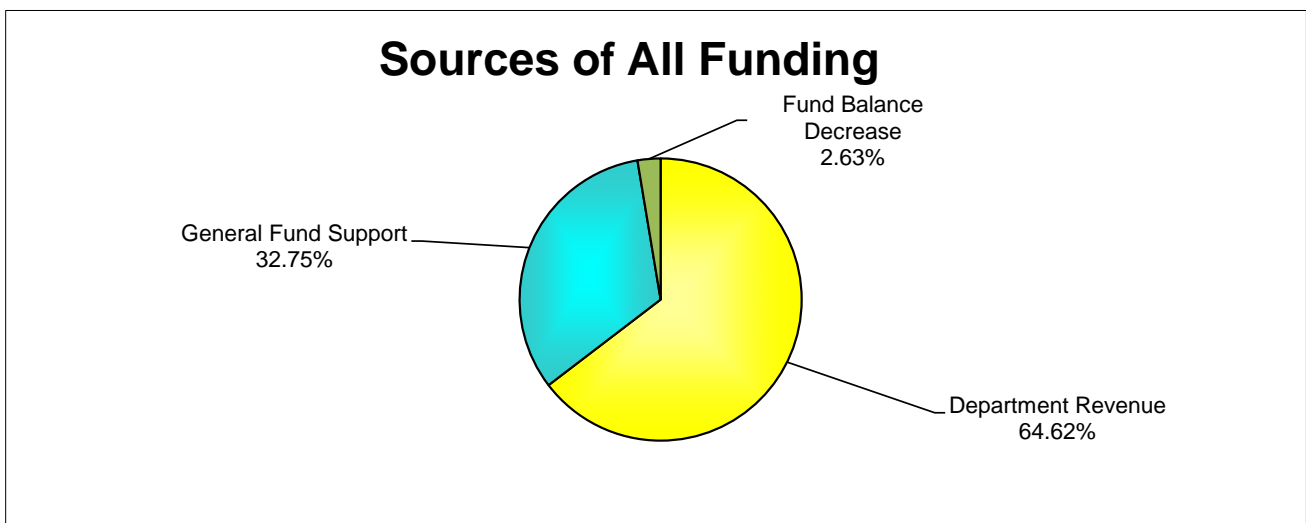
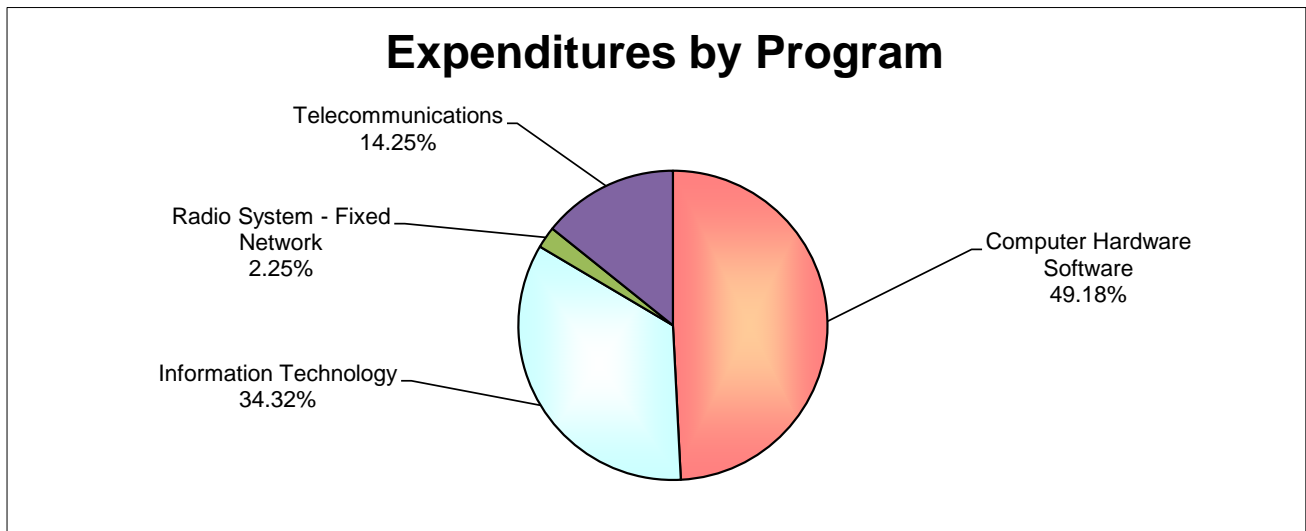
FTEs 177.00

Function Statement:

Manage the County's computer and network processing, 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 e-Learning 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. Provide testing, maintenance, and repair servicing to support the Pima County Wireless Integrated Network (PCWIN) radio system. Administer a new internal service fund for the acquisition of computer hardware and software for all departments of the County which was approved by the Board of Supervisors in November 2014.

Mandates:

None



Department Summary by Program

Department: Information Technology

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Computer Hardware Software	3,280,680	15,793,601	19,302,013
Information Technology	16,751,968	13,836,571	13,467,918
Radio System - Fixed Network	841,299	887,303	884,541
Telecommunications	4,136,067	4,594,984	5,590,179
Total Expenditures	<u>25,010,014</u>	<u>35,112,459</u>	<u>39,244,651</u>
<u>Funding by Source</u>			
Revenues			
Computer Hardware Software	3,691	17,190,775	19,461,910
Information Technology	612,178	611,301	611,301
Telecommunications	5,248,316	5,374,200	5,297,808
Total Revenues	<u>5,864,185</u>	<u>23,176,276</u>	<u>25,371,019</u>
General Fund Support	16,139,790	13,295,670	12,856,617
Net Operating Transfers In/(Out)	5,989,232	803,798	(16,720)
Fund Balance Decrease/(Increase)	(2,983,193)	(2,163,285)	1,033,735
Other Funding Sources	-	-	-
Total Program Funding	<u>25,010,014</u>	<u>35,112,459</u>	<u>39,244,651</u>
<u>Staffing (FTEs) by Program</u>			
Computer Hardware Software	-	51.50	54.00
Information Technology	141.00	100.00	97.00
Radio System - Fixed Network	10.00	10.00	10.00
Telecommunications	18.00	18.00	16.00
Total Staffing (FTEs)	<u>169.00</u>	<u>179.50</u>	<u>177.00</u>

Program Summary

Department: Information Technology
Program: Computer Hardware Software

Function

Provide centralized purchasing and leasing of computers and related devices for all departments of the County in order to promote more consistency and uniformity thereby reducing acquisition and maintenance costs. Design, install, and support County-wide server and storage systems that provide the capacity and technological sophistication necessary to support the growth and increasing diversity of the County's many digital information systems. Control the costs of the County-wide software applications by utilizing enterprise software licensing agreements to obtain the best prices available.

Description of Services

Hardware: Manage and support the application and operating system deployments to client devices as well as the physical lifecycle replacement of devices in order to meet the organization's needs. Coordinate and monitor the deployment of computer hardware for County departments using standardized configurations and specifications. Provide a Network Operations Center (NOC) to respond to and resolve systems problems and issues in an efficient and effective manner. Provide access to an e-Learning environment and assist in the training and development of County employees in the use of computer software and hardware.

Server & Storage: Responsible for the architecture, configuration, implementation, and on-going support of all servers, storage and data center networking equipment for Pima County. Act as the first responders to system outages and disaster recovery initiatives. Support County-wide enterprise applications (Active Directory, Email, File Server Access, Web Filtering, Backup solutions, Operating Systems, SharePoint, etc.) and unique departmental systems. Maintain the storage infrastructure of over 1.5 Petabytes and the Virtual Server environment of over 1,200 servers. Provide online transaction processing, offline processing, central data, forms design, and security for accessing stored data.

Enterprise Software: Control the costs of the Microsoft Enterprise Agreement for the County as well as the Academic agreement supporting the Library District by acquiring Microsoft software (Office, Windows, Client Access Licenses, SQL, Exchange, etc.) at the best price for the County and maintaining licensing compliance. Maintain current software updates on all County desktop computers. Provide technical assistance to client departments in the areas of training services and implementation of required software technology.

(This is a new internal service fund established in November 2014.)

Program Goals & Objectives

- Respond to client trouble tickets within suggested Service Level Agreements (SLA) guidelines (Critical - 4 hours, High - 24 hours, Normal - 4 days)
- Resolve critical outages within 4 hours
- Ensure critical electronic information resources are available 24 hours 365 days per year
- Maintain 100% storage/server availability (excluding scheduled maintenance)
- Maintain a rate of at least 95% of customers satisfied during the service desk incident closeout process

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Client trouble tickets responded to within suggested Service Level Agreements (SLA) guidelines	0%	99%	99%
Critical outage situations resolved within 4 hours	0%	99%	99%
Critical electronic information resources are available 24 hours 365 days	0%	99%	99%
Storage/server availability (excluding scheduled maintenance)	0%	100%	100%
Percentage of customers rating satisfactory or higher in NOC incident close out process	0%	95%	95%

Program Summary

Department: Information Technology
Program: Computer Hardware Software

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	32,211	4,323,118	4,746,555
Operating Expenses	3,248,469	11,470,483	14,555,458
Total Program Expenditures	3,280,680	15,793,601	19,302,013
<u>Program Funding by Source</u>			
Revenues			
Charges for Services	-	17,190,775	19,461,910
Investment Earnings	3,691	-	-
Special Programs Revenue Sub-Total	3,691	17,190,775	19,461,910
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	6,117,186	-	-
Fund Balance Decrease/(Increase)	(2,840,197)	(1,397,174)	(159,897)
Other Funding Sources	-	-	-
Total Program Funding	3,280,680	15,793,601	19,302,013
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<u>Program Staffing FTEs</u>	-	51.50	54.00

Program Summary

Department: Information Technology

Program: Information Technology

Function

Manage the County's information technology environment and oversee IT Department administration. Develop and implement information technology standards and security procedures. Manage franchise licensing and contract coordination for cable, fiber, cellular, and competitive local exchange carriers. Coordinate Pima County IT activities with various agencies and the general public.

Description of Services

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. 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.

(Note: Computer hardware, software, and server and storage management has been transferred to a new internal service fund within the IT Department as of November 2014.)

Program Goals & Objectives

- Perform scheduled monthly system outages for maintenance
- Maintain 100% online system availability (excluding scheduled maintenance)
- Resolve citizen complaints against cable companies within two business days

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Scheduled monthly system outages for maintenance per year	12	12	12
Online system availability (excluding scheduled maintenance)	99%	100%	100%
Citizen complaints against cable companies resolved within two business days	99%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	11,514,617	9,686,067	9,730,134
Operating Expenses	5,196,918	4,150,504	3,657,784
Capital Equipment > \$5,000	40,433	-	80,000
Total Program Expenditures	16,751,968	13,836,571	13,467,918

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Charges for Services	-	20,000	20,000
Miscellaneous Revenue	612,178	591,301	591,301
Operating Revenue Sub-Total	612,178	611,301	611,301
General Fund Support	16,139,790	13,295,670	12,856,617
Net Operating Transfers In/(Out)	-	(70,400)	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-

Program Summary

Department: Information Technology

Program: Information Technology

Total Program Funding	16,751,968	13,836,571	13,467,918
<u>Program Staffing FTEs</u>	141.00	100.00	97.00

Program Summary

Department: Information Technology
Program: Radio System - Fixed Network

Function

Support and maintain the nation's most advanced regional public safety radio communications system--the Pima County Wireless Integrated Network (PCWIN)--presented in a separate section of this budget. It consists of a cooperative of 21 fire, emergency and law enforcement agencies. The system became operational in March 2014.

Description of Services

Perform testing, repairs, and preventive maintenance services on the fixed network facilities (computers, fixed equipment, and towers) of the PCWIN 800 MHZ Radio System to assure that it is functioning and available at all times for emergency situations requiring communication and coordination among many agencies in the County. Ensure that adequate funding is provided by the governing board and members of the cooperative for system repairs and maintenance servicing as needed.

Program Goals & Objectives

- Maintain Public Safety Voice Radio Network reliability and availability at 100% (excluding scheduled maintenance)
 - Execute repair and maintenance work orders to effectively maintain the fixed network
-

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Repair and maintenance orders executed	1,384	1,500	1,500
System reliability and availability (excluding scheduled maintenance)	100%	100%	100%

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	841,299	887,303	884,541
Total Program Expenditures	841,299	887,303	884,541
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	887,303	-
Fund Balance Decrease/(Increase)	841,299	-	884,541
Other Funding Sources	-	-	-
Total Program Funding	841,299	887,303	884,541

<u>Program Staffing FTEs</u>	10.00	10.00	10.00
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Program Summary

Department: Information Technology

Program: Telecommunications

Function

Provide excellent quality voice and data communications services for all Pima County departments and offices through the County's high-speed network and high capacity storage infrastructure. This internal service fund also previously provided wireless radio services to County departments and subscriber outside agencies, but this function has now become part of the County-wide emergency radio system, the Pima County Wireless Integrated Network (PCWIN).

Description of Services

Provide internal voice (telephone) and data networks, end user client support and associated services, to all Pima County departments. Plan, install, and maintain the County's high-speed data and voice network, servers, and storage infrastructure. Maintain infrastructure diagrams to determine ongoing capacity needs and long range plans for network system growth. Maintain inventories of hardware and software needed to support the system. Participate in the planning for wiring new and remodeled facilities to ensure they meet current and future communications requirements. Operate a 24/7 Network Operations Center to support end user clients with technical problems and issues both remotely and onsite utilizing field technicians.

Program Goals & Objectives

- Ensure high quality customer service
 - Achieve at least 90% incident resolution rate with initial customer contact
 - Achieve at least 95% incident resolution rate with first line contact in the Network Operations Center (NOC)
 - Provide the highest quality voice and data services at the lowest reasonable cost
 - Achieve 100% rate for response and resolution times within appropriate industry guidelines for critical (4 hours), high (24 hours), or normal (4 days) incidents
 - Maintain full and consistent network and Internet availability 24 hours 365 days per year (excluding scheduled maintenance or unforeseen outages)
-

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Customer ratings of satisfactory or better on monthly surveys of clients	99%	99%	99%
First contact incident or request resolved with initial customer contact	90%	90%	90%
First line incident or request resolved within the Network Operations Center (NOC)	90%	95%	95%
Response and resolution times within appropriate guidelines for critical, high, and normal incidents	100%	100%	100%
Network/internet availability (excluding scheduled maintenance or outages)	99%	99%	99%

Program Summary

Department: Information Technology

Program: Telecommunications

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	1,449,931	1,736,122	1,570,083
Operating Expenses	2,255,011	2,478,847	3,442,808
Depreciation	431,125	380,015	577,288
Total Program Expenditures	4,136,067	4,594,984	5,590,179
<u>Program Funding by Source</u>			
Revenues			
Charges for Services	5,132,369	5,219,144	5,113,668
Investment Earnings	11,977	9,136	12,400
Miscellaneous Revenue	103,970	145,920	171,740
Special Programs Revenue Sub-Total	5,248,316	5,374,200	5,297,808
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(127,954)	(13,105)	(16,720)
Fund Balance Decrease/(Increase)	(984,295)	(766,111)	309,091
Other Funding Sources	-	-	-
Total Program Funding	4,136,067	4,594,984	5,590,179
<u>Program Staffing FTEs</u>	18.00	18.00	16.00

Non Departmental

Expenditures: 254,472,583

Revenues: 58,046,154

FTEs 0.00

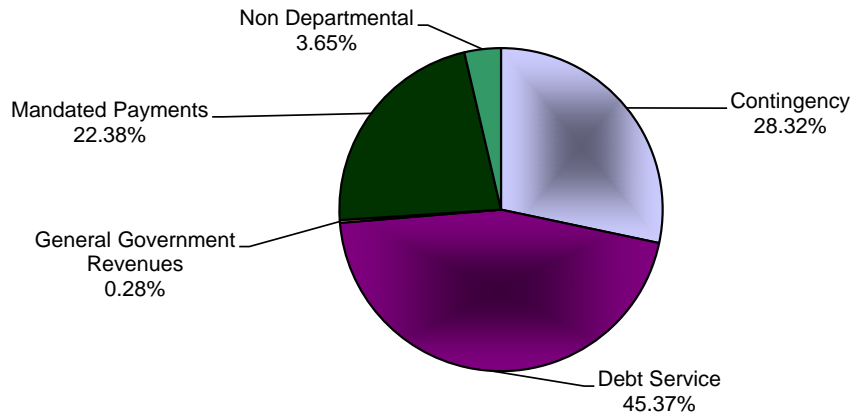
Function Statement:

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 \$569,517,574 with \$511,471,420 coming from general government revenues used to support General Fund operations. The difference between these amounts, or \$58,046,154, is the amount to be considered as departmental revenue.)

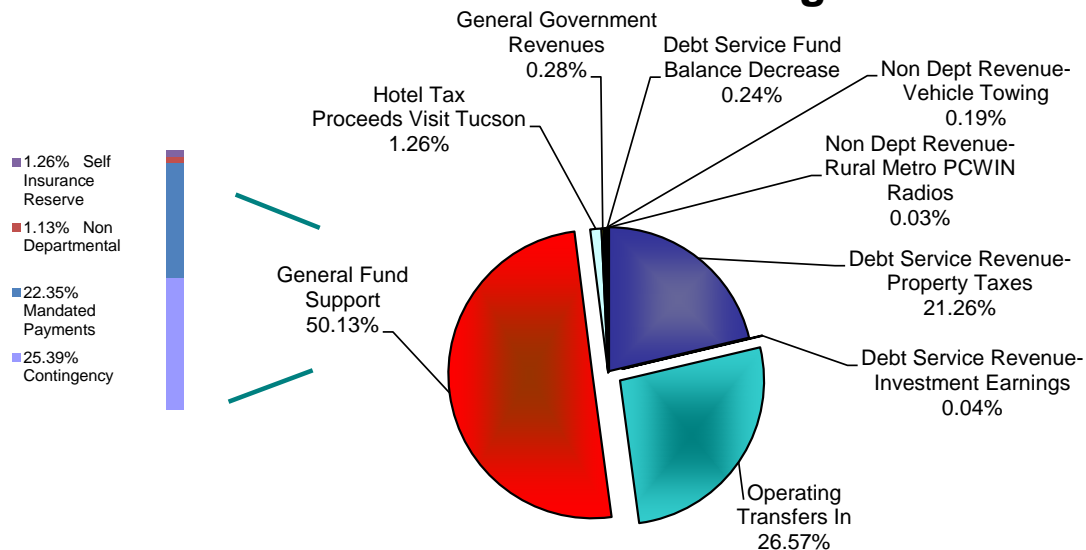
Mandates:

ARS Title 11, Chapter 2: Board of Supervisors, Article 7: Medical Facilities and Care of Indigents

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Non Departmental**

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Contingency	17,461,665	48,583,126	72,063,990
Debt Service	124,242,422	110,820,702	115,455,401
General Government Revenues	891,110	708,000	708,050
Mandated Payments	56,414,913	57,782,034	56,959,070
Non-Departmental	7,175,622	8,823,965	9,286,072
Total Expenditures	<u>206,185,732</u>	<u>226,717,827</u>	<u>254,472,583</u>
<u>Funding by Source</u>			
Revenues			
Contingency	289,760	-	-
Debt Service	53,368,349	52,855,727	54,284,900
General Government Revenues	484,088,968	502,759,611	511,471,420
Non-Departmental	3,639,176	3,884,254	3,761,254
Total Revenues	<u>541,386,253</u>	<u>559,499,592</u>	<u>569,517,574</u>
General Fund Support	(385,851,720)	(366,519,741)	(354,265,033)
Net Operating Transfers In/(Out)	18,995,525	30,447,636	38,610,089
Fund Balance Decrease/(Increase)	521,035	3,290,340	609,953
Other Funding Sources	31,134,639	-	-
Total Program Funding	<u>206,185,732</u>	<u>226,717,827</u>	<u>254,472,583</u>
<u>Staffing (FTEs) by Program</u>			
Total Staffing (FTEs)			

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. Unreserved contingency funding is also reflected in this program.

Program Goals & 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 \$61,240,853.

The Budget Stabilization Fund provides for the following expenditures:

Soccer Fields Payment-Final	6,103,719
Electricity Reserve	1,500,000
CGI 3.10 Upgrade	1,200,000
Painted Hills Payment	1,061,029
Juvenile Corrections State Cost Shift	613,389
Kino Sports Complex Deferred Maintenance	300,000
Tumamoc - Sustainability	45,000
	10,823,137

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Monthly accounting reconciliations performed	12	12	12
Status report updated for each transaction	yes	yes	yes

Program Summary

Department: Non Departmental

Program: Contingency

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	(1)	-	-
Operating Expenses	4,210,065	48,583,126	64,899,242
Capital Equipment > \$5,000	13,251,601	-	-
Debt Service	-	-	7,164,748
Total Program Expenditures	17,461,665	48,583,126	72,063,990
<u>Program Funding by Source</u>			
Revenues			
Charges for Services	157	-	-
Investment Earnings	706	-	-
Miscellaneous Revenue	288,609	-	-
Operating Revenue Sub-Total	289,472	-	-
Investment Earnings	288	-	-
Other Special Revenue Sub-Total	288	-	-
General Fund Support	16,186,384	46,002,126	64,899,242
Net Operating Transfers In/(Out)	(10,514,191)	2,581,000	7,164,748
Fund Balance Decrease/(Increase)	(288)	-	-
Other Funding Sources	11,500,000	-	-
Total Program Funding	17,461,665	48,583,126	72,063,990

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 long term debt for transportation bonds, general obligation bonds, certificates of participation, and sewer revenue bonds and obligations.

Program Goals & Objectives

- Account for long term debt and provide payment in an accurate and timely manner

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Transactions accurately recorded	100%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Operating Expenses	51,502,441	38,536,313	41,564,074
Debt Service	72,739,981	72,284,389	73,891,327
Total Program Expenditures	124,242,422	110,820,702	115,455,401

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Property Taxes	53,163,933	52,855,727	54,189,900
Intergovernmental	11,530	-	-
Investment Earnings	181,226	-	95,000
Miscellaneous Revenue	11,660	-	-
Operating Revenue Sub-Total	53,368,349	52,855,727	54,284,900
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	51,815,264	55,505,635	60,560,548
Fund Balance Decrease/(Increase)	(575,830)	2,459,340	609,953
Other Funding Sources	19,634,639	-	-
Total Program Funding	124,242,422	110,820,702	115,455,401

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 & Objectives

- Provide timely and accurate revenue information to County management
- Ensure that earned revenues are actually received

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Revenue status reports produced	12	12	12

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	627,581	-	-
Operating Expenses	263,529	708,000	708,050
Total Program Expenditures	891,110	708,000	708,050

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Property Taxes	324,840,243	337,309,775	338,267,342
Licenses & Permits	2,968,366	3,050,000	3,180,000
Intergovernmental	135,600,372	138,512,400	144,700,760
Charges for Services	21,515,281	23,697,436	25,112,318
Investment Earnings	180,080	190,000	210,000
Miscellaneous Revenue	(1,015,374)	-	1,000
Operating Revenue Sub-Total	484,088,968	502,759,611	511,471,420
General Fund Support	(461,145,392)	(475,243,612)	(481,648,163)
Net Operating Transfers In/(Out)	(22,052,466)	(26,807,999)	(29,115,207)
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	891,110	708,000	708,050

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.

Program Goals & Objectives

- Avoid sanctions and penalties through timely payment of the County's contributions to state health care delivery systems

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Timely payments made to mandated state health programs	100%	100%	100%

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Operating Expenses	56,414,913	57,782,034	56,959,070
Total Program Expenditures	56,414,913	57,782,034	56,959,070
General Fund Support	56,414,913	57,782,034	56,959,070
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	56,414,913	57,782,034	56,959,070

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 \$3,207,000 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 \$94,066, the U.S. Mexico Border Counties Coalition of \$13,577, the Arizona Mexico Commission of \$8,500, the National Council of Elected County Executives of \$5,000, and the Arizona Technology Council of \$1,400. Provide expenditure authority of \$1,039,000 for Arizona Department of Revenue operating costs; \$1,238,873 for computer hardware, software, and servers/storage for nine General Fund departments; \$284,688 for miscellaneous computer hardware and software; \$104,797 for Special Projects; \$21,815 for Bond Oversight; \$57,000 for Lobbyist costs; and \$3,210,356 for the General Fund portion of self insurance costs. Record net revenues of \$485,000 for the towing component of the Sheriff Department Vehicle Impound Program and revenue of \$69,254 from Rural Metro for PCWIN Radios.

Program Goals & Objectives

- Provide and account for all Non Departmental activities

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Transactions accurately recorded	100%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	24,216	10,000	18,000
Operating Expenses	7,149,485	8,803,965	9,263,072
Capital Equipment > \$5,000	1,921	10,000	5,000
Total Program Expenditures	7,175,622	8,823,965	9,286,072

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Intergovernmental	3,018,793	3,330,000	3,207,000
Charges for Services	22,805	-	-
Fines & Forfeits	38,186	-	-
Investment Earnings	15,140	-	5,418
Miscellaneous Revenue	532,793	554,254	548,836
Operating Revenue Sub-Total	3,627,717	3,884,254	3,761,254
Charges for Services	227	-	-
Investment Earnings	7,697	-	-
Miscellaneous Revenue	3,535	-	-
Other Special Revenue Sub-Total	11,459	-	-
General Fund Support	2,692,375	4,939,711	5,524,818

Program Summary

Department: Non Departmental
Program: Non-Departmental

Net Operating Transfers In/(Out)	(253,082)	(831,000)	-
Fund Balance Decrease/(Increase)	1,097,153	831,000	-
Other Funding Sources	-	-	-
Total Program Funding	<u>7,175,622</u>	<u>8,823,965</u>	<u>9,286,072</u>

Procurement

Expenditures: 2,447,974

FTEs 29.75

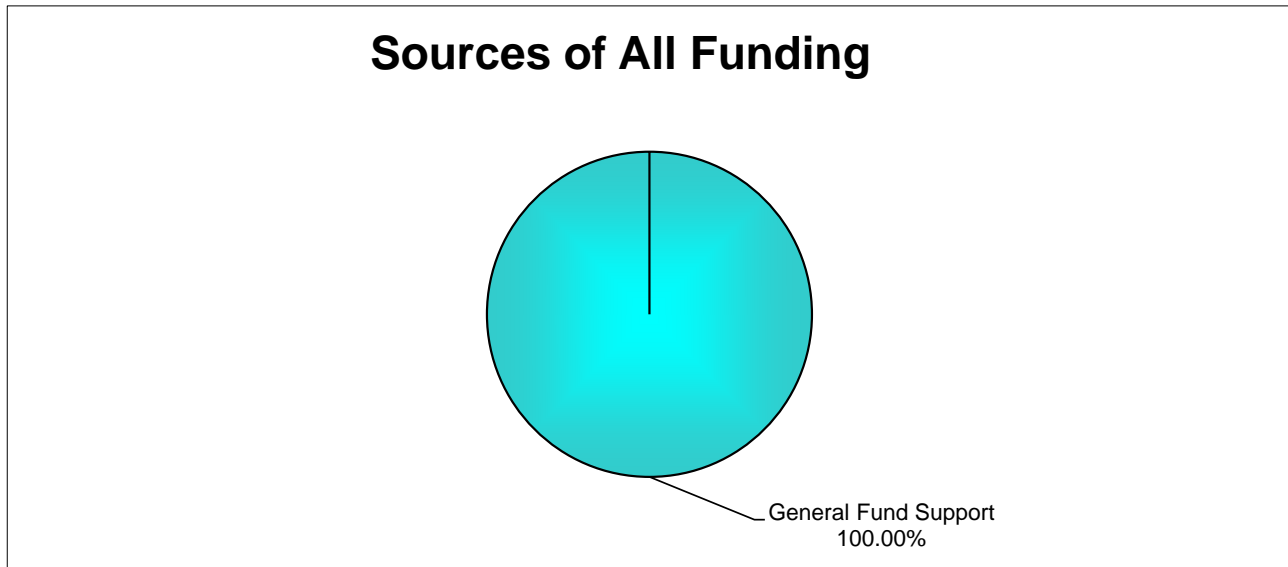
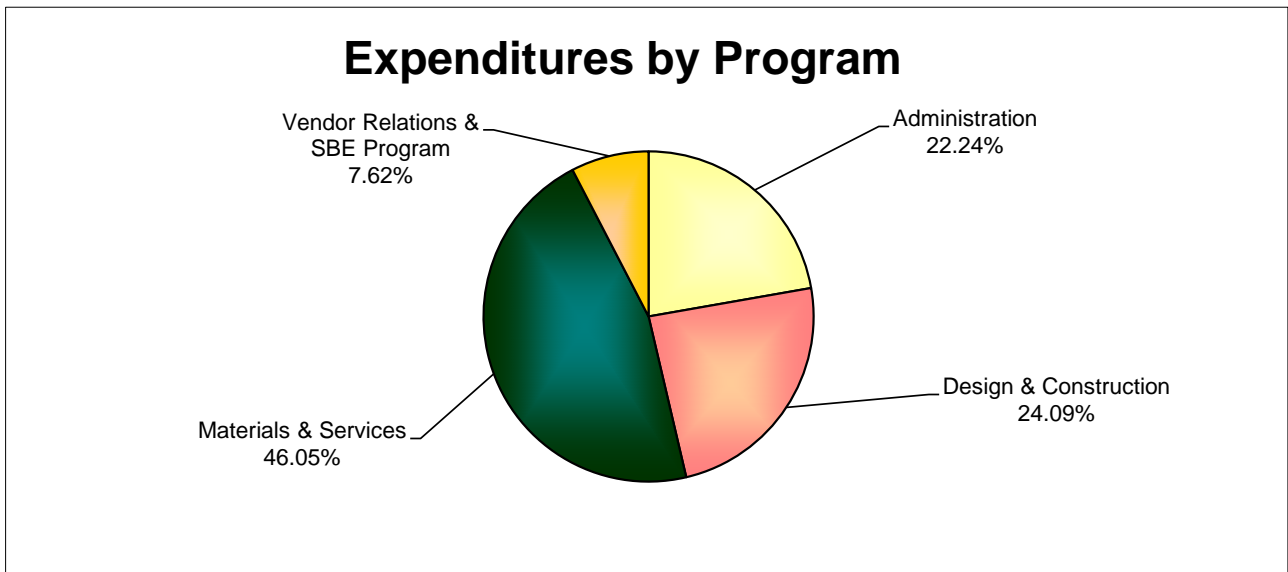
Revenues: 0

Function Statement:

Procure all materials and services for County departments, except as specified by delegation pursuant to the procurement code or under the small purchase procedure. Administer the County 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



Department Summary by Program

Department: Procurement

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Administration	457,247	476,084	544,431
Design & Construction	536,796	556,575	589,757
Materials & Services	1,037,122	1,176,370	1,127,270
Vendor Relations & SBE Program	160,273	177,207	186,516
Total Expenditures	<u>2,191,438</u>	<u>2,386,236</u>	<u>2,447,974</u>
<u>Funding by Source</u>			
Revenues			
Administration	9	-	-
Design & Construction	(93)	-	-
Materials & Services	6	-	-
Vendor Relations & SBE Program	-	3,000	-
Total Revenues	<u>(78)</u>	<u>3,000</u>	<u>-</u>
General Fund Support	2,191,516	2,383,236	2,447,974
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>2,191,438</u>	<u>2,386,236</u>	<u>2,447,974</u>
<u>Staffing (FTEs) by Program</u>			
Administration	5.00	5.00	5.75
Design & Construction	8.00	7.00	7.00
Materials & Services	12.80	14.00	14.00
Vendor Relations & SBE Program	4.00	3.00	3.00
Total Staffing (FTEs)	<u>29.80</u>	<u>29.00</u>	<u>29.75</u>

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 practices, 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 contracts 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 set up multimedia presentations for County departments. Coordinate surplus property auctions. Conduct online countywide and vendor satisfaction surveys. Serve on countywide Government/Systems committee.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Training Sessions Provided	55	55	55
Policies/procedures maintained	23	24	24
Outstanding Agency Accreditation Achievement Award received	yes	yes	yes
Achievement of Excellence in Procurement Award received	yes	yes	yes

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	429,282	432,678	496,799
Operating Expenses	27,965	43,406	47,632
Total Program Expenditures	457,247	476,084	544,431

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Miscellaneous Revenue	9	-	-
Operating Revenue Sub-Total	9	-	-

Program Summary

Department: Procurement

Program: Administration

General Fund Support	457,238	476,084	544,431
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	457,247	476,084	544,431
<u>Program Staffing FTEs</u>	5.00	5.00	5.75

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, architecture, 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, architecture, engineering, and related contracts. Craft appropriate documents. Ensure that individuals serving on evaluation committees are appropriately trained.

Program Goals & Objectives

- Limit the number of requisitions greater than 90 days old at an average of no more than 2 per week
- Provide excellent customer service to client departments

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Average requisitions more than 90 days old per week	2	2	2
Percent of customers satisfied or highly satisfied in their interactions with the division (goal is >85%)	0%	85%	85%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	528,575	533,830	562,791
Operating Expenses	8,221	22,745	26,966
Total Program Expenditures	536,796	556,575	589,757

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Miscellaneous Revenue	(93)	-	-
Operating Revenue Sub-Total	(93)	-	-
General Fund Support	536,889	556,575	589,757
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	536,796	556,575	589,757

Program Staffing FTEs	8.00	7.00	7.00
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Program Summary

Department: Procurement
Program: Materials & Services

Function

Provide tactical and strategic guidance to all County departments regarding centralized procurement and 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.

Provide significant tactical and strategic guidance, testing support, report and form designs, documents and training to the users of the new accounting and budgeting system regarding new functionality, upgrades, including maintenance of procurement functionality configurations.

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, Board of Supervisors Procurement Policies, and County Administrative Procedures. 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 and strategic practices and initiatives.

Provide to all County departments formal training, guidance and support regarding their procurement related responsibilities. Develop specifications which significantly and beneficially 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 and elected officials. Develop procurement procedures and make recommendations to the County Administrator regarding procurement related processes and Administrative Procedures.

Program Goals & Objectives

- Support establishment of contractual opportunity to generate General Fund revenue through PCard rebates
 - Provide excellent customer service to client departments for a satisfaction rate greater than 85%
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
PCard rebate revenue generated for the General Fund	60,647	62,000	62,000
Average requisitions more than 90 days old per week	1	1	1
Percent of customers satisfied or highly satisfied in their interactions with the division	n/a	85%	85%

Program Summary

Department: Procurement
Program: Materials & Services

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	1,034,277	1,144,014	1,086,473
Operating Expenses	2,845	32,356	40,797
Total Program Expenditures	1,037,122	1,176,370	1,127,270
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	6	-	-
Operating Revenue Sub-Total	6	-	-
General Fund Support	1,037,116	1,176,370	1,127,270
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	1,037,122	1,176,370	1,127,270
<u>Program Staffing FTEs</u>	12.80	14.00	14.00

Program Summary

Department: Procurement

Program: Vendor Relations & SBE Program

Function

Manage Pima County Vendor Relations, Small Business Enterprise (SBE), Disadvantaged Business Enterprise (DBE) and Living Wage Compliance programs as mandated by Pima County Ordinances 1997 44 and 2002 1. Oversee creations and modifications of over 19,000 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 creating and modifying Vendor Records in AMS. 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 and DBE 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. For federally-funded design and construction projects, work with granting agency to administer a DBE goal and ensure payment and reporting compliance.

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) that provides current vendor information to assist in procurement opportunities to all departments in Pima County and 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.

SBE, DBE and Living Wage 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/DBE utilization of A & E and professional services contracts for contractor performance evaluations. Ensure program compliance through on site visit compliance investigations and contract payment review and verification.

Program Goals & Objectives

- Create and maintain all local and small business vendor and employee records in AMS Advantage and other databases
 - Conduct community outreach events for current and prospective vendors
 - Provide SBE/DBE 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

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Minority-owned SBE vendors in database	76	79	79
On-site Living Wage compliance visits	36	34	34
County vendors in database	19,470	19,470	20,470
Woman-owned SBE vendors in database	62	65	65
Non-MWBE SBE vendors in database	76	80	80
SBE vendor training programs provided	14	16	16
Projects reviewed for SBE/DBE goals	43	48	48
Projects reviewed for SBE/DBE compliance	43	48	48
Pima County sponsored SBE outreach activities	14	16	16
Certified SBE vendors	214	220	220
County vendors in database	32	33	33
	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	157,160	168,568	176,068
Operating Expenses	3,113	8,639	10,448
Total Program Expenditures	<u>160,273</u>	<u>177,207</u>	<u>186,516</u>
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	-	3,000	-
Operating Revenue Sub-Total	-	3,000	-
General Fund Support	160,273	174,207	186,516
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>160,273</u>	<u>177,207</u>	<u>186,516</u>
<u>Program Staffing FTEs</u>	4.00	3.00	3.00

Recorder

Expenditures: 5,510,071

FTEs 64.00

Revenues: 2,694,650

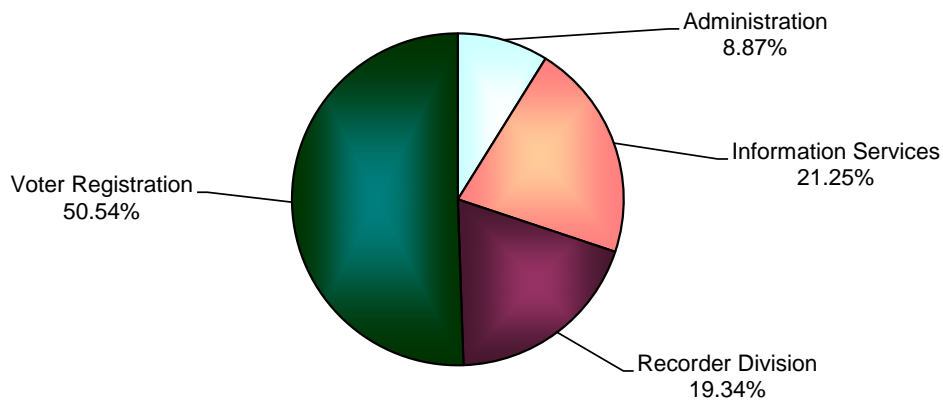
Function Statement:

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.

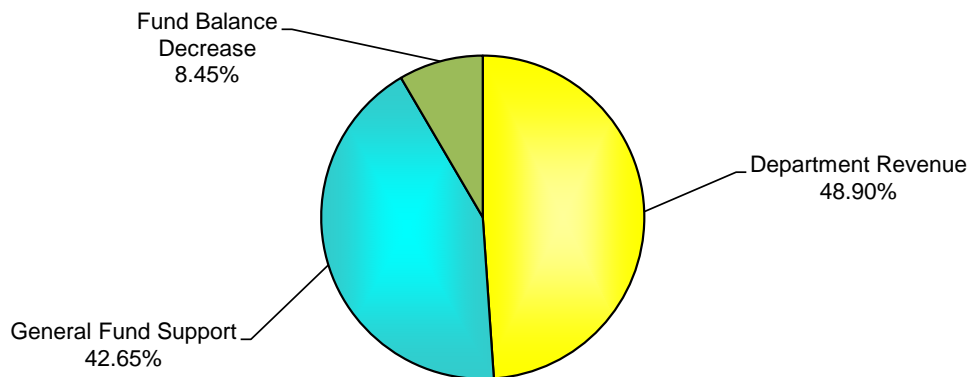
Mandates:

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 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Expenditures by Program</u>			
Administration	457,409	473,186	488,824
Information Services	651,561	995,352	1,170,635
Recorder Division	1,020,769	1,059,988	1,065,659
Voter Registration	2,532,811	2,417,438	2,784,953
Total Expenditures	<u>4,662,550</u>	<u>4,945,964</u>	<u>5,510,071</u>
<u>Funding by Source</u>			
Revenues			
Administration	55	-	-
Information Services	698,041	831,800	705,400
Recorder Division	1,599,485	1,820,000	1,950,700
Voter Registration	171,064	700,410	38,550
Total Revenues	<u>2,468,645</u>	<u>3,352,210</u>	<u>2,694,650</u>
General Fund Support	2,243,830	1,430,202	2,350,186
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(49,925)	163,552	465,235
Other Funding Sources	-	-	-
Total Program Funding	<u>4,662,550</u>	<u>4,945,964</u>	<u>5,510,071</u>
<u>Staffing (FTEs) by Program</u>			
Administration	4.00	4.00	4.00
Information Services	7.00	6.75	7.00
Recorder Division	20.00	20.00	21.00
Voter Registration	25.00	13.00	32.00
Total Staffing (FTEs)	<u>56.00</u>	<u>43.75</u>	<u>64.00</u>

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. Act as liaison with outside government entities, other county departments, state officials and federal officials in matters concerning the office functions.

Program Goals & 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

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
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%

<u>Program Expenditures by Object</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Personnel Services	432,513	435,786	454,924
Operating Expenses	24,896	37,400	33,900
Total Program Expenditures	457,409	473,186	488,824

<u>Program Funding by Source</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Revenues			
Miscellaneous Revenue	55	-	-
Operating Revenue Sub-Total	55	-	-
General Fund Support	457,354	473,186	488,824
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	457,409	473,186	488,824

Program Staffing FTEs	4.00	4.00	4.00
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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 for efficient operations and to ensure production systems are in compliance with state and federal law. Safely store electronic images of every page of every document accepted for recording and maintain the security over those images and data.

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 through an interactive website. Ensure that the computer 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 and security controls. Make any programming changes required by federal or state legislation 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.

Program Goals & Objectives

- Keep the Recorder's Office computer system operational with minimal to zero unplanned downtime
 - Make necessary program changes to implement statutory changes implemented 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 modification and updates
 - Continue to modernize the Document Recording and Voter Registration production systems in the future by migrating to upgraded database platforms and program applications as necessary
 - Make electronic images of all documents submitted for recording to allow for electronic retrieval of the images by the public
-

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
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	100%	100%	100%

Program Summary

Department: Recorder
Program: Information Services

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	497,056	595,231	623,835
Operating Expenses	154,505	350,121	496,800
Capital Equipment > \$5,000	-	50,000	50,000
Total Program Expenditures	651,561	995,352	1,170,635
<u>Program Funding by Source</u>			
Revenues			
Charges for Services	694,822	829,600	702,000
Investment Earnings	3,193	2,200	3,400
Miscellaneous Revenue	26	-	-
Other Special Revenue Sub-Total	698,041	831,800	705,400
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(46,480)	163,552	465,235
Other Funding Sources	-	-	-
Total Program Funding	651,561	995,352	1,170,635
<hr/>			
<u>Program Staffing FTEs</u>	7.00	6.75	7.00

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. Create permanent images of all documents received and electronic searchable images for use by the public.

Description of Services

Review documents submitted to the department to become part of the official real estate and commercial records of Pima County for compliance with statutory requirements under Title 11 of the Arizona Revised Statutes. Enter grantor, grantee, beneficiary and document type 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. Assist the public in researching and making copies of documents that have been recorded. Create electronic digitized images of all documents received in paper format for recording and make permanent filmed images of all documents received by the department.

Program Goals & 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 two business days of receipt of the document
 - Show the actual date of receipt of the document by the Recorder at 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 receipts 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
 - Make permanent filmed images of documents received in paper format and recorded document images received in electronic format to maintain a permanent image of all documents submitted for recording
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Documents presented for recording are reviewed and entered in the computer system on the date of receipt	95%	98%	98%
All data entry information is reviewed for accuracy (second check) by second day	100%	100%	100%
All appropriate documents are returned by mail or private/commercial courier	100%	100%	100%
Public walk-in customers served within 5 minutes of arrival in office	100%	100%	100%

Program Summary

Department: Recorder
Program: Recorder Division

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	825,096	940,279	940,509
Operating Expenses	195,673	119,709	125,150
Total Program Expenditures	<u>1,020,769</u>	<u>1,059,988</u>	<u>1,065,659</u>
<u>Program Funding by Source</u>			
Revenues			
Charges for Services	1,565,420	1,820,000	1,950,700
Miscellaneous Revenue	34,065	-	-
Operating Revenue Sub-Total	<u>1,599,485</u>	<u>1,820,000</u>	<u>1,950,700</u>
General Fund Support	(578,716)	(760,012)	(885,041)
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,020,769</u>	<u>1,059,988</u>	<u>1,065,659</u>
<u>Program Staffing FTEs</u>	20.00	20.00	21.00

Program Summary

Department: Recorder
Program: Voter Registration

Function

Maintain an accurate and efficient voter registration system for all voters in Pima County and conduct early voting activities in a prompt, efficient, and secure manner in compliance with state and federal laws. Process provisional ballots promptly and accurately following any polling place election.

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 & 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
 - Mail an early ballot to any eligible Pima County voter who timely requests an early ballot for an election and electronically transmit ballots to eligible military and overseas voters who request an absentee ballot by electronic transmission methods within time limits set by state and federal mandates and laws
 - 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 by comparing the voter's signature on the voter registration form to the signature on the early ballot affidavit as soon as possible after receipt of the ballot
 - Secure and maintain accurate inventory records of all ballots in the Recorder's Office including ballots waiting to be mailed or voted ballots received from voters
 - Perform 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 and regularly testing of voter's addresses through the Postal Service National Change of Address database and other mailing processes as authorized under state and federal law
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Voter Registration forms processed accurately and in a timely fashion	99%	99%	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, removal of deceased or cancelled voters performed as required under state and federal mandates	95%	95%	95%
Eligible early voters are provided with prompt and accurate service including issuance of the correct ballot	100%	100%	100%

Program Summary

Department: Recorder
Program: Voter Registration

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	748,642	615,727	1,092,510
Operating Expenses	1,778,617	1,801,711	1,692,443
Capital Equipment > \$5,000	5,552	-	-
Total Program Expenditures	<u>2,532,811</u>	<u>2,417,438</u>	<u>2,784,953</u>
<u>Program Funding by Source</u>			
Revenues			
Charges for Services	100,332	662,910	38,550
Operating Revenue Sub-Total	<u>100,332</u>	<u>662,910</u>	<u>38,550</u>
Intergovernmental	70,362	37,500	-
Investment Earnings	370	-	-
Grant Revenue Sub-Total	<u>70,732</u>	<u>37,500</u>	<u>-</u>
General Fund Support	2,365,192	1,717,028	2,746,403
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(3,445)	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>2,532,811</u>	<u>2,417,438</u>	<u>2,784,953</u>
<u>Program Staffing FTEs</u>	25.00	13.00	32.00

Treasurer

Expenditures: 2,929,218

FTEs 35.00

Revenues: 102,000

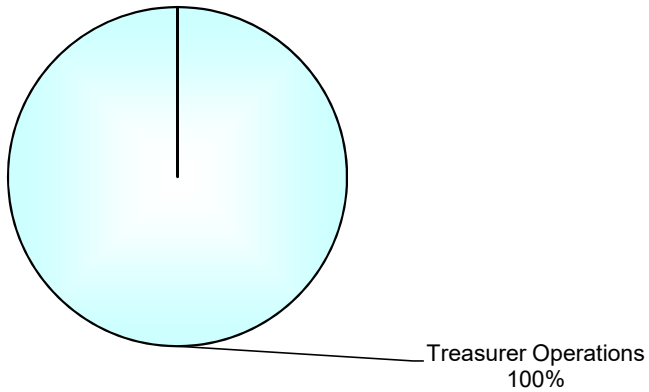
Function Statement:

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.

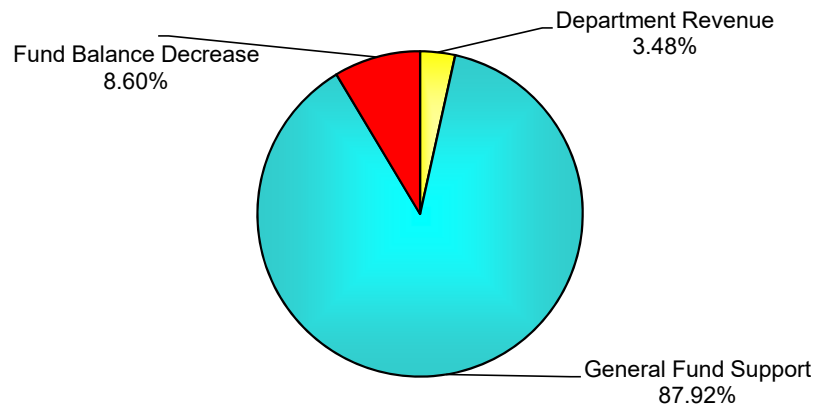
Mandates:

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**

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Treasurer Operations	2,578,220	2,826,533	2,929,218
Total Expenditures	<u>2,578,220</u>	<u>2,826,533</u>	<u>2,929,218</u>
<u>Funding by Source</u>			
Revenues			
Treasurer Operations	122,897	77,500	102,000
Total Revenues	<u>122,897</u>	<u>77,500</u>	<u>102,000</u>
General Fund Support	2,347,961	2,543,198	2,575,218
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	107,362	205,835	252,000
Other Funding Sources	-	-	-
Total Program Funding	<u>2,578,220</u>	<u>2,826,533</u>	<u>2,929,218</u>
<u>Staffing (FTEs) by Program</u>			
Treasurer Operations	37.50	36.50	35.00
Total Staffing (FTEs)	<u>37.50</u>	<u>36.50</u>	<u>35.00</u>

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 Statutes.

Description of Services

Accept deposits, clear warrants, electronically disburse funds, invest funds on deposit, and 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 & Objectives

- Maximize automation of tax payments
- Meet or exceed established investment benchmarks
- Provide efficient response to taxpayers by responding to telephone calls on hold in 5 minutes or less

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Percentage of payments processed through automated methods	85%	88%	90%
Months meeting or exceeding investment benchmarks	12	12	12
Average wait time for customer phone calls less than 5 minutes	2	2	5

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	1,934,443	2,352,584	2,410,719
Operating Expenses	429,255	361,232	318,499
Capital Equipment > \$5,000	214,522	112,717	200,000
Total Program Expenditures	2,578,220	2,826,533	2,929,218

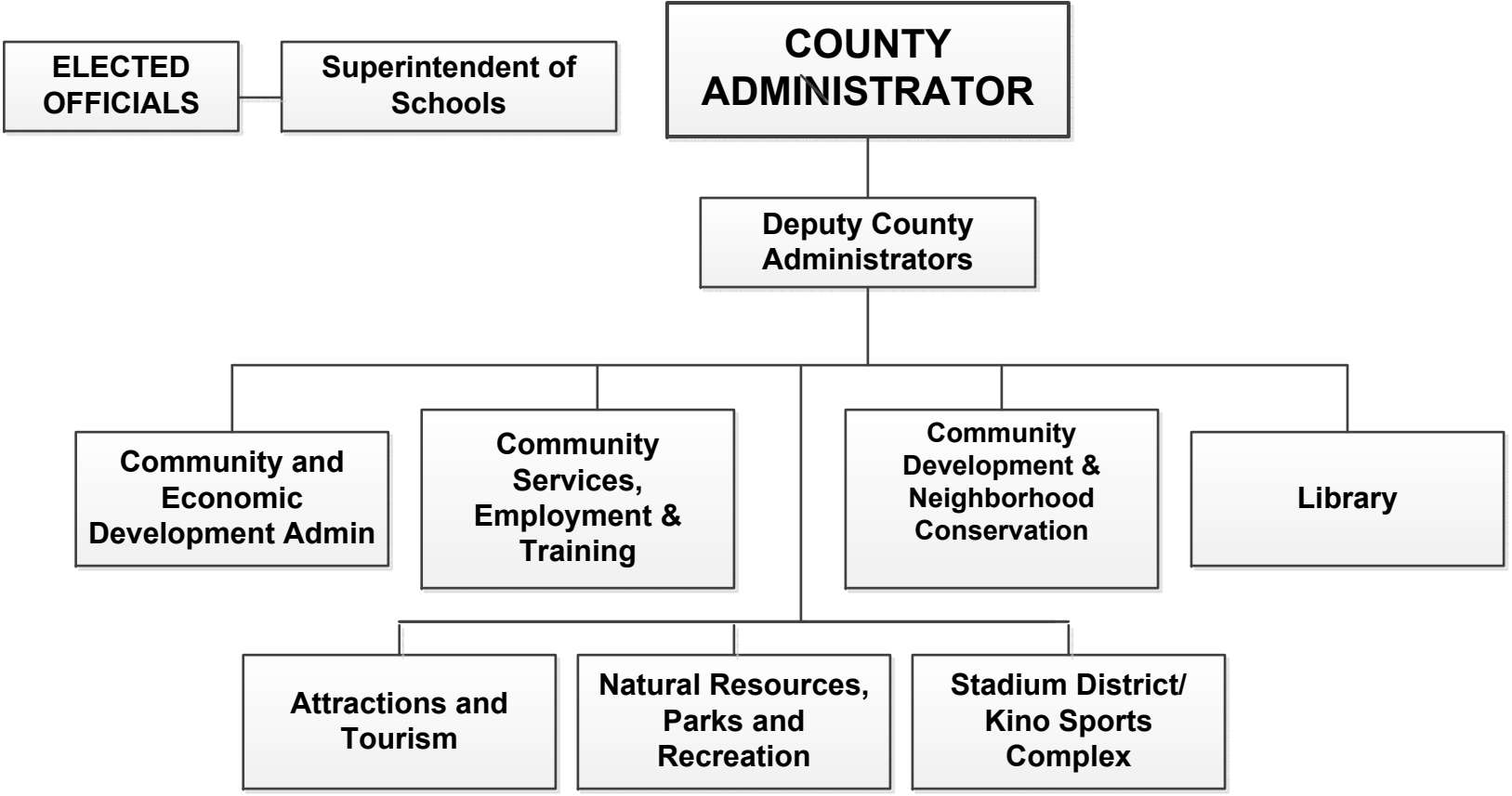
Program Funding by Source

Revenues

Miscellaneous Revenue	108	-	-
Operating Revenue Sub-Total	108	-	-
Charges for Services	84,752	60,000	85,000
Investment Earnings	2,379	2,500	1,000
Miscellaneous Revenue	35,658	15,000	16,000
Other Special Revenue Sub-Total	122,789	77,500	102,000
General Fund Support	2,347,961	2,543,198	2,575,218
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	107,362	205,835	252,000
Other Funding Sources	-	-	-
Total Program Funding	2,578,220	2,826,533	2,929,218

Program Staffing FTEs	37.50	36.50	35.00
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**COMMUNITY RESOURCES
ORGANIZATION CHART**



SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Expenditures
COMMUNITY RESOURCES			
Attractions & Tourism			
Attractions & Tourism	-	2,273,432	2,273,432
Total Attractions & Tourism	-	2,273,432	2,273,432
Community & Economic Development Admin			
Administration	546,354	-	546,354
Total Community & Economic Development Admin	546,354	-	546,354
Community Dev & Neighborhood Conservation			
Administration	622,572	-	622,572
Affordable Housing	343,453	2,812,242	3,155,695
Community & Rural Development	1,120,900	3,123,416	4,244,316
Community Planning & Revitalization Division	-	80,302	80,302
General Services	2,311,200	-	2,311,200
Neighborhood Reinvestment	154,107	-	154,107
Total Community Dev & Neighborhood Conservation	4,552,232	6,015,960	10,568,192
Community Services, Employment & Training			
CAA Emergency Services Network	166,520	2,939,133	3,105,653
One Stop	6,613,084	12,311,453	18,924,537
Vocational and Academic Instruction	264,304	1,323,543	1,587,847
Total Community Services, Employment & Training	7,043,908	16,574,129	23,618,037
County Free Library			
Administration	-	5,282,936	5,282,936
Public Services	-	23,625,873	23,625,873
Support Services	-	13,257,717	13,257,717
Total County Free Library	-	42,166,526	42,166,526
Kino Sports Complex			
Landscape Management	398,305	-	398,305
Recreation	335,585	-	335,585
Total Kino Sports Complex	733,890	-	733,890
Natural Resources, Parks & Recreation			
Departmental Services	2,730,055	144,460	2,874,515
Natural Resource Parks	2,391,722	3,339,220	5,730,942
Operations	6,480,956	-	6,480,956
Planning	152,536	788,724	941,260
Recreation	4,411,547	-	4,411,547
Special Projects/Trades Division	1,364,746	5,500	1,370,246
Total Natural Resources, Parks & Recreation	17,531,562	4,277,904	21,809,466
School Superintendent			
Accounting	337,586	-	337,586
Administration	700,848	-	700,848
Educational Services	627,836	-	627,836
School Reserve Programs	-	1,884,000	1,884,000
Total School Superintendent	1,666,270	1,884,000	3,550,270

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Expenditures
Stadium District			
Stadium District Operations	-	5,398,439	5,398,439
Total Stadium District	-	5,398,439	5,398,439
TOTAL COMMUNITY RESOURCES	32,074,216	78,590,390	110,664,606

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Revenues
COMMUNITY RESOURCES			
Attractions & Tourism			
Attractions & Tourism	-	1,157,388	1,157,388
Total Attractions & Tourism	-	1,157,388	1,157,388
Community Dev & Neighborhood Conservation			
Administration	1,200	-	1,200
Affordable Housing	-	2,508,756	2,508,756
Community & Rural Development	-	3,123,416	3,123,416
Community Planning & Revitalization Division	-	103,855	103,855
Total Community Dev & Neighborhood Conservation	1,200	5,736,027	5,737,227
Community Services, Employment & Training			
CAA Emergency Services Network	-	2,938,433	2,938,433
One Stop	-	12,024,897	12,024,897
Vocational and Academic Instruction	-	1,031,647	1,031,647
Total Community Services, Employment & Training	-	15,994,977	15,994,977
County Free Library			
Administration	-	39,881,171	39,881,171
Public Services	-	2,284,800	2,284,800
Total County Free Library	-	42,165,971	42,165,971
Kino Sports Complex			
Landscape Management	42,914	-	42,914
Recreation	96,100	-	96,100
Total Kino Sports Complex	139,014	-	139,014
Natural Resources, Parks & Recreation			
Natural Resource Parks	161,000	1,221,791	1,382,791
Operations	256,600	-	256,600
Recreation	570,950	-	570,950
Special Projects/Trades Division	1,000	1,500	2,500
Total Natural Resources, Parks & Recreation	989,550	1,223,291	2,212,841
School Superintendent			
Administration	300,000	-	300,000
Educational Services	5,000	-	5,000
School Reserve Programs	-	1,884,000	1,884,000
Total School Superintendent	305,000	1,884,000	2,189,000
Stadium District			
Stadium District Operations	-	2,428,275	2,428,275
Total Stadium District	-	2,428,275	2,428,275
TOTAL COMMUNITY RESOURCES	1,434,764	70,589,929	72,024,693

SUMMARY OF FULL TIME EQUIVALENTS BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total FTEs
COMMUNITY RESOURCES			
Attractions & Tourism			
Attractions & Tourism	-	4.25	4.25
Total Attractions & Tourism	-	4.25	4.25
Community & Economic Development Admin			
Administration	4.00	-	4.00
Total Community & Economic Development Admin	4.00	-	4.00
Community Dev & Neighborhood Conservation			
Administration	4.00	-	4.00
Affordable Housing	5.00	1.50	6.50
Community & Rural Development	2.00	8.50	10.50
Neighborhood Reinvestment	1.00	-	1.00
Total Community Dev & Neighborhood Conservation	12.00	10.00	22.00
Community Services, Employment & Training			
CAA Emergency Services Network	2.00	8.00	10.00
One Stop	71.90	46.23	118.13
Vocational and Academic Instruction	3.00	16.00	19.00
Total Community Services, Employment & Training	76.90	70.23	147.13
County Free Library			
Administration	-	10.00	10.00
Public Services	-	356.62	356.62
Support Services	-	19.00	19.00
Total County Free Library	-	385.62	385.62
Kino Sports Complex			
Landscape Management	4.00	-	4.00
Recreation	2.00	-	2.00
Total Kino Sports Complex	6.00	-	6.00
Natural Resources, Parks & Recreation			
Departmental Services	20.00	-	20.00
Natural Resource Parks	25.70	3.00	28.70
Operations	116.15	-	116.15
Planning	2.00	1.00	3.00
Recreation	82.10	-	82.10
Special Projects/Trades Division	30.00	-	30.00
Total Natural Resources, Parks & Recreation	275.95	4.00	279.95
School Superintendent			
Accounting	4.00	-	4.00
Administration	5.00	-	5.00
Educational Services	4.50	-	4.50
Total School Superintendent	13.50	-	13.50
Stadium District			
Stadium District Operations	-	42.00	42.00
Total Stadium District	-	42.00	42.00
TOTAL COMMUNITY RESOURCES	388.35	516.10	904.45

Attractions & Tourism

Expenditures: 2,273,432

FTEs 4.25

Revenues: 1,157,388

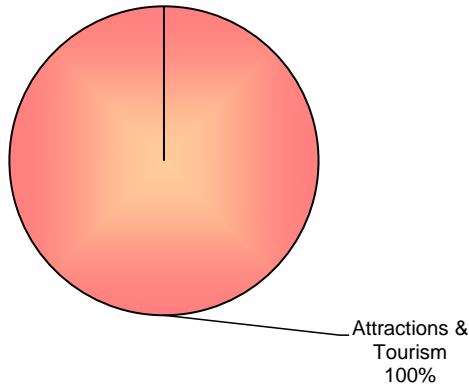
Function Statement:

Facilitate business and tourism growth with various community partners located in Pima County and the state of Arizona. Serve as a marketing outreach agency promoting the quality of life of the region to create potential leisure and business opportunities with Pima County owned and leased assets, meeting planners, conference attendees, and leisure visitors. Coordinate activities with both public and private sector partners.

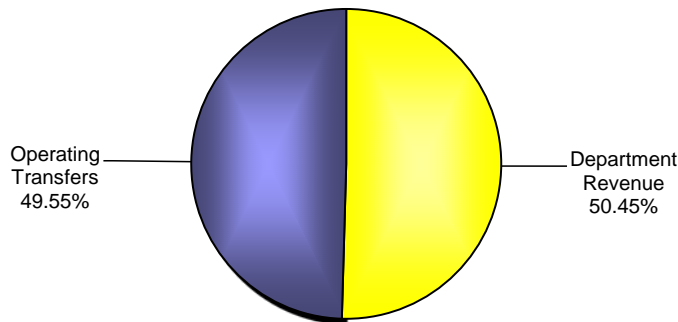
Mandates:

ARS Title 42, Chapter 6: Local Excise Taxes

Expenditures By Program



Sources of All Funding



Department Summary by Program

Department: **Attractions & Tourism**

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Attractions & Tourism	1,908,161	1,990,262	2,273,432
Total Expenditures	<u>1,908,161</u>	<u>1,990,262</u>	<u>2,273,432</u>
<u>Funding by Source</u>			
Revenues			
Attractions & Tourism	1,131,481	1,232,212	1,157,388
Total Revenues	<u>1,131,481</u>	<u>1,232,212</u>	<u>1,157,388</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	651,767	774,774	1,136,707
Fund Balance Decrease/(Increase)	124,913	(16,724)	(20,663)
Other Funding Sources	-	-	-
Total Program Funding	<u>1,908,161</u>	<u>1,990,262</u>	<u>2,273,432</u>
<u>Staffing (FTEs) by Program</u>			
Attractions & Tourism	4.00	4.17	4.25
Total Staffing (FTEs)	<u>4.00</u>	<u>4.17</u>	<u>4.25</u>

Program Summary

Department: Attractions & Tourism

Program: Attractions & Tourism

Function

Work with various community partners located in Pima County and the State of Arizona to promote the quality of life in the region in order to facilitate growth in business and leisure, sports corporate travel.

Description of Services

Act as primary liaison with the business, academic, tourism, attractions and sports communities to enhance the economic well-being of the region. Provide contract oversight. Collaborate in business development with Sun Corridor Inc., formerly the Tucson Regional Economic Opportunities (TREO), small business assistance organizations, and Ajo community and economic development partners. Make available 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, other Pima County leased property partners), regional business attraction and retention agencies in Pima County. Cooperate with the Pima County Stadium District and Natural Resources, Park and Recreation (NRPR) personnel and its business and promotional partners in marketing and business strategies for the Kino Sports Complex (KSC) and other public special event facilities.

Program Goals & Objectives

- Coordinate Pima County's economic development resources in coordination with the Pima County Economic Development committee
 - Concentrate on collaborative community efforts in business and job creation, business retention and expansion, increased tourism, sports, and cultural development which will enhance the quality of life
 - Develop annual comprehensive tourism promotion marketing plans with tourism promotional partners
 - Partner with Visit Tucson, Ajo District Chamber of Commerce, Pima Sports and Tourism Authority, the Southern Arizona Attractions Alliance and the International Sonoran Desert Alliance (ISDA) directly to enhance tourism development
 - Increase the number of film, commercials, and video production companies utilizing Pima County as their base for shooting or production headquarters and provide collaboration to the direct entities that promote direct film development
 - Assist the leased properties in attendance, new capital development and revenue enhancement
 - Initiate 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
 - Collaborate with the Kino Sports Complex (KSC) and Natural Resources, Parks & Recreation to develop marketing and new business development
 - Assist the number of special events and revenue producing activities at KSC and other County recreation facilities.
 - Assist Natural Resources, Parks & Recreation
 - Promote trails and other natural resources throughout Pima County including bicycle paths and the multi-purposed LOOP
 - Collaborate with the University of Arizona (UA) Science College and other UA departments
 - Continue to develop new GeoTourism initiatives to attract visitors to the region
 - Assist in the assessment of sports facilities and community involvement in Pima County in collaboration with Visit Tucson
 - Collaborate on the business development of Major League Soccer(MLS) activities and other professional sports activities in the region
 - Develop in partnership with Pima County Health Department, PC Strategic Business Development and other departments involved in economic development, with a medical tourism plan to attract visitors and their families arriving in the Tucson area for medical treatment from Mexico, Canada and other regions throughout the United States and other countries
 - Collaborate on the business development of Medical Tourism initiatives with Visit Tucson and Pima County office of Strategic Business Development
-

Program Summary

Department: Attractions & Tourism

Program: Attractions & Tourism

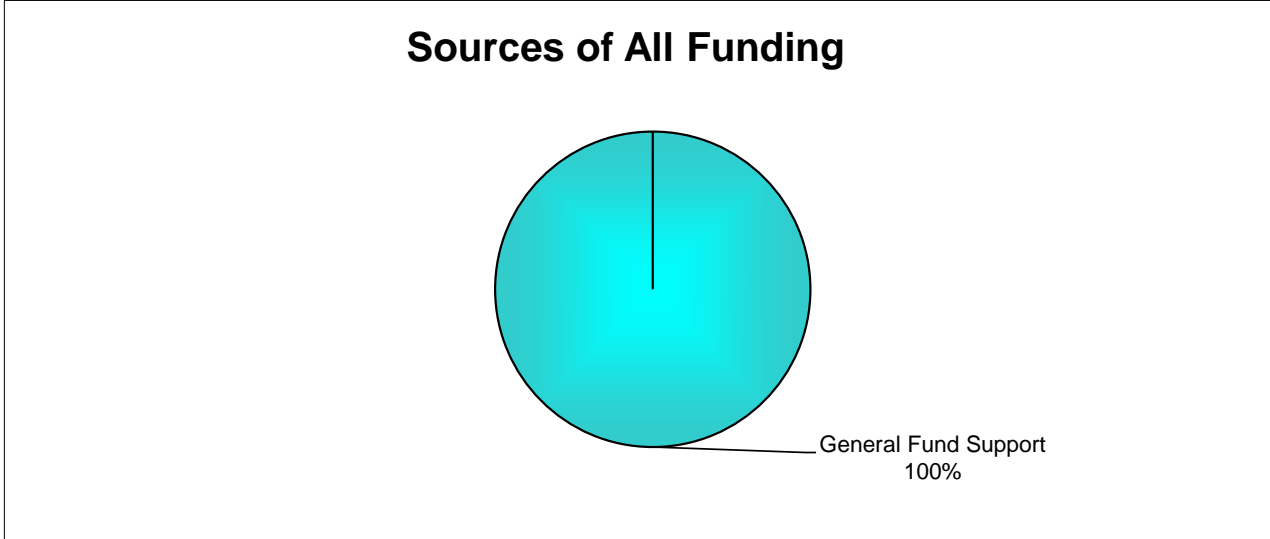
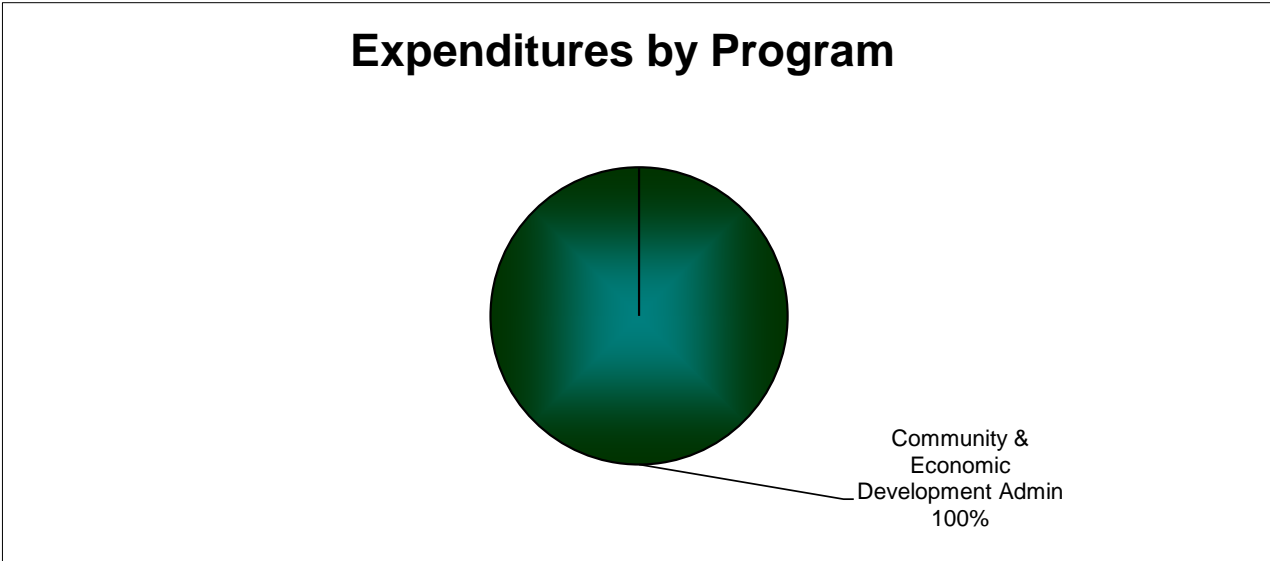
Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Increase in major events held	3	2	2
Number of new sponsored events	2	3	2
Increase in business and leisure travelers	5%	5%	5%
Collaborative marketing agreements developed	2	2	2
Promotional technical assistance provided	12	15	15
Additional uses developed for leased properties	2	1	1
	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	398,266	388,639	412,136
Operating Expenses	1,509,895	1,601,623	1,861,296
Total Program Expenditures	1,908,161	1,990,262	2,273,432
Program Funding by Source			
Revenues			
Intergovernmental	976,867	1,065,600	1,026,600
Investment Earnings	914	1,000	1,000
Miscellaneous Revenue	153,700	165,612	129,788
Other Special Revenue Sub-Total	1,131,481	1,232,212	1,157,388
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	651,767	774,774	1,136,707
Fund Balance Decrease/(Increase)	124,913	(16,724)	(20,663)
Other Funding Sources	-	-	-
Total Program Funding	1,908,161	1,990,262	2,273,432
Program Staffing FTEs	4.00	4.17	4.25

Community & Economic Development Admin

Expenditures: 546,354 Revenues: 0
FTEs 4.00

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, Attractions & Tourism, Kino Sports Complex departments, and the Pima County Public Library and Stadium Districts.

Mandates: None



Department Summary by Program

Department: Community & Economic Development Administration

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Administration	443,864	548,320	546,354
Total Expenditures	<u>443,864</u>	<u>548,320</u>	<u>546,354</u>
<u>Funding by Source</u>			
Revenues			
Administration	411	-	-
Total Revenues	<u>411</u>	<u>-</u>	<u>-</u>
General Fund Support	443,453	548,320	546,354
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>443,864</u>	<u>548,320</u>	<u>546,354</u>
<u>Staffing (FTEs) by Program</u>			
Administration	4.00	4.00	4.00
Total Staffing (FTEs)	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>

Program Summary

Department: Community & Economic Development Administration

Program: Administration

Function

Provide policy direction, administrative oversight, and support for six departments which offer the following services: public library; neighborhood, community, and attractions and tourism; low income housing, emergency rent and utility assistance; sports recreation; academic and vocational education; job training recruitment and placement; leased property and sports administration and marketing.

Description of Services

Enhance the economic and cultural wellbeing of Pima County constituents with particular focus on improving the status of the economically disadvantaged and increasing individual and community jobs and income levels. Assist new and expanding employers. Solicit, report, and manage federal, state, and private grant funding opportunities for the division of Community and Health Services. Provide support and direction to the Community Development & Neighborhood Conservation; Community Services, Employment & Training; Attractions & Tourism; Kino Sports Complex; the Pima County Public Library and Stadium District.

Program Goals & Objectives

- Increase the number of jobs and skilled workforce in basic industries of: Health and Bioscience, Technical Research and Manufacturing, Aerospace and Defense, Sustainable Energy, International Trade, Logistics, and Tourism
- Convert Kino Sports Complex to a multi-use, multi-sport facility including multi-year Major League Soccer training and tournament; youth and amateur tournaments; alternate revenue events; and charitable events
- Increase departmental efficiencies and external resources to meet service demands
- Increase Employee Combined Appeal Program (ECAP) donations
- Identify grant funding opportunities to maximize revenue support to Community and Health Services (C&H) departments
- Collect and maintain data and establish tools to measure and monitor performance and outcomes

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Participation in implementation of the new County Economic Development Plan	yes	yes	yes
Procedures reviewed to increase efficiency	yes	yes	yes
Employee Combined Appeal Program (ECAP)	yes	yes	yes
Increase skilled workforce employed in County	yes	yes	yes
Continue repurposing development and increased revenue at Kino Stadium	yes	yes	yes
Grant funds received	0	0	500,000
Data sets utilized by C&H Services units	0	0	500

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	286,462	305,298	286,648
Operating Expenses	157,402	243,022	259,706
Total Program Expenditures	443,864	548,320	546,354
Program Funding by Source			
Revenues			
Miscellaneous Revenue	411	-	-
Operating Revenue Sub-Total	411	-	-
General Fund Support	443,453	548,320	546,354

Program Summary

Department: Community & Economic Development Administration

Program: Administration

Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	443,864	548,320	546,354
<hr/>			
<u>Program Staffing FTEs</u>	4.00	4.00	4.00

Community Development & Neighborhood Conservation

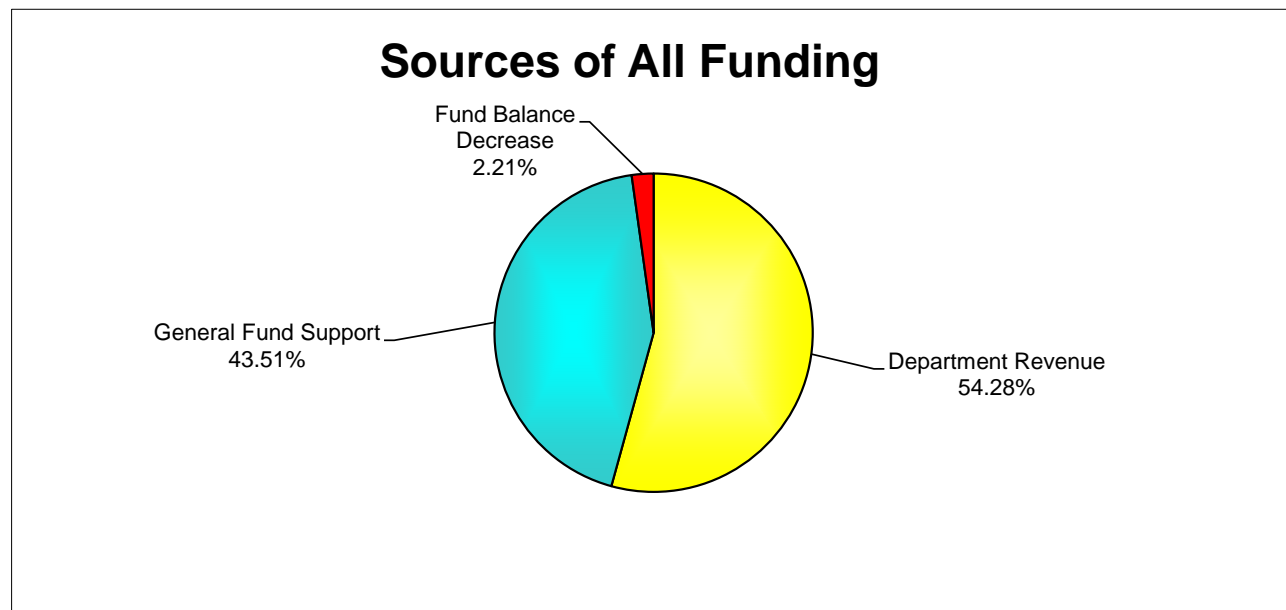
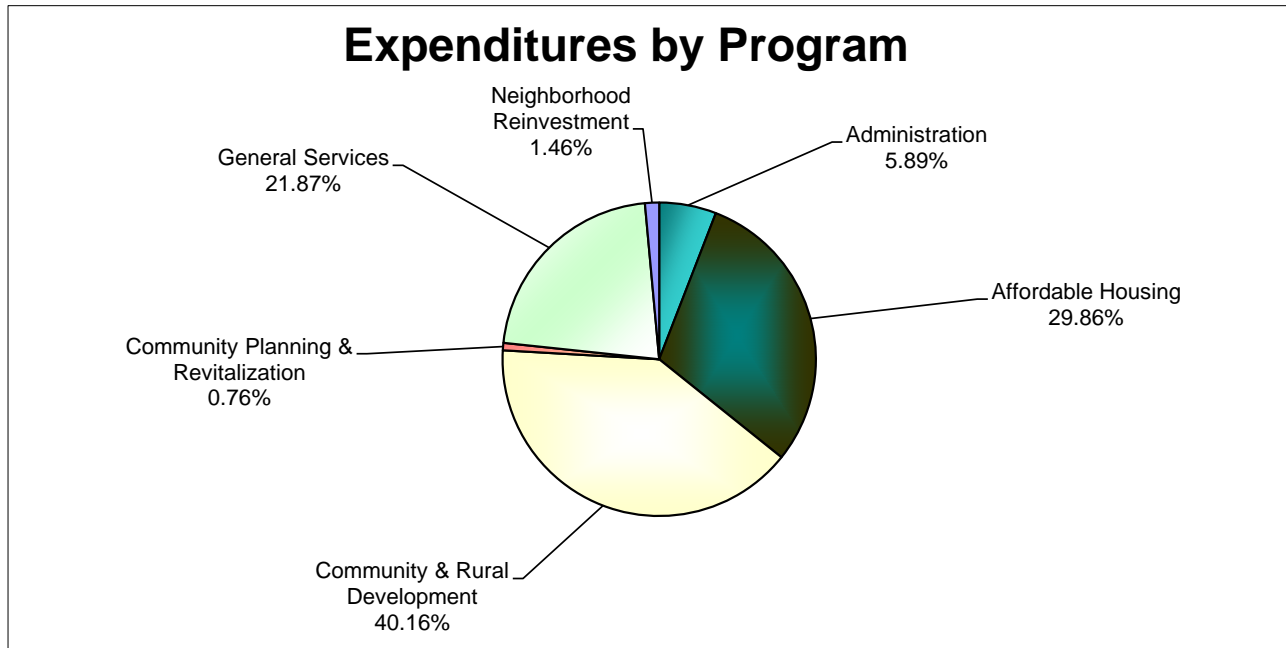
Expenditures: 10,568,192

Revenues: 5,736,727

FTEs 22.00

Function Statement: Enhance the economic welfare of inhabitants of Pima County by: promoting an improved human services 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



Department Summary by Program

Department: Community Development & Neighborhood Conservation

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Administration	390,775	570,937	622,572
Affordable Housing	1,900,062	2,967,216	3,155,695
Community & Rural Development	3,350,343	6,209,731	4,244,316
Community Planning & Revitalization Division	5,213	504,119	80,302
General Services	2,473,869	-	2,311,200
Neighborhood Reinvestment	258,431	315,955	154,107
Total Expenditures	<u>8,378,693</u>	<u>10,567,958</u>	<u>10,568,192</u>
<u>Funding by Source</u>			
Revenues			
Administration	38,123	1,200	1,200
Affordable Housing	1,873,134	2,503,743	2,508,756
Community & Rural Development	2,264,513	2,921,776	3,123,416
Community Planning & Revitalization Division	108,715	504,144	103,855
Neighborhood Reinvestment	2,324	-	-
Total Revenues	<u>4,286,809</u>	<u>5,930,863</u>	<u>5,737,227</u>
General Fund Support	4,457,981	4,528,668	4,597,864
Net Operating Transfers In/(Out)	(88,820)	(30,000)	-
Fund Balance Decrease/(Increase)	(277,277)	138,427	233,101
Other Funding Sources	-	-	-
Total Program Funding	<u>8,378,693</u>	<u>10,567,958</u>	<u>10,568,192</u>
<u>Staffing (FTEs) by Program</u>			
Administration	6.42	5.00	4.00
Affordable Housing	6.00	6.50	6.50
Community & Rural Development	10.00	9.50	10.50
Neighborhood Reinvestment	4.00	4.00	1.00
Total Staffing (FTEs)	<u>26.42</u>	<u>25.00</u>	<u>22.00</u>

Program Summary

Department: Community Development & Neighborhood Conservation

Program: Administration

Function

Provide administrative oversight including the General Fund, bond funds, 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. Ensure organizational capacity to fulfill obligations and responsibilities of the department and to provide support to County efforts and initiatives. Direct management staff to efficiently and effectively utilize resources in order to achieve the greatest community benefit. Prepare regular reports 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 & Objectives

- Increase public information, knowledge, and access to programs and services funded through the department
 - Provide quarterly departmental newsletters and programmatic reports highlighting grantee accomplishments and best practices
- Develop policies to enhance citizen participation
 - Increase transparency and accountability
- 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
- 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

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Strategies to identify needs and promote awareness of community resources developed and implemented	2	2	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	4	4	4
Capacity building training sessions provided to community organizations	4	3	4
Grants training and technical assistance to community agencies	2	6	4
Grants received to supplement lost federal funds	2	2	2

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	298,010	322,173	401,560
Operating Expenses	92,765	248,764	221,012
Total Program Expenditures	390,775	570,937	622,572

Program Funding by Source

Program Summary

Department: Community Development & Neighborhood Conservation

Program: Administration

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	38,101	1,200	1,200
Operating Revenue Sub-Total	38,101	1,200	1,200
Investment Earnings	22	-	-
Grant Revenue Sub-Total	22	-	-
General Fund Support	364,059	569,737	668,204
Net Operating Transfers In/(Out)	(11,561)	-	(46,832)
Fund Balance Decrease/(Increase)	154	-	-
Other Funding Sources	-	-	-
Total Program Funding	390,775	570,937	622,572
<hr/>			
<u>Program Staffing FTEs</u>	6.42	5.00	4.00

Program Summary

Department: Community Development & Neighborhood Conservation

Program: Affordable Housing

Function

Foster leadership in the area of affordable housing throughout Pima County and provide support to programs and initiatives which create inclusive, sustainable and affordable homes for all residents of Pima County. Provide resources, education, and information for safe, decent quality affordable housing and programming free from discrimination to low and moderate income households in Pima County. Administer federal entitlement Home Investment Partnerships Program (HOME) funds and voter approved 2004 General Obligation (GO) Bond Funds for Affordable Housing programs; manage public facility space; provide constituent services for housing and housing related activities; coordinate public events to benefit Pima County residents in housing and housing related needs.

Description of Services

Manage all projects utilizing 20004 GO Bonds Program for Affordable Housing as well as ongoing monitoring of projects that have been completed using 1997 and 2004 Bond funds. Manage in partnership with the city of Tucson the Federal HOME Program, a Housing and Urban Development (HUD) Program, which serves as the lead agency in the HUD Consortium. Work with non-profit developers to ensure that projects meet the HUD criteria and the County priorities as identified in the 2015 Comprehensive Plan and each subsequent annual plan. Address current community needs, including but not limited to the following: foreclosure prevention and recovery; Anti-Poverty Initiatives (End Poverty Now); Healthy Homes Initiatives; and the County Transportation Roadway Impact Fee Waivers. Serve the public needing assistance with affordable rental and homeownership units, and other housing and/or housing related services. Hold financial education and empowerment programs. Provide legal services for homeowners at risk of foreclosure are located at the Housing Center.

Program Goals & Objectives

- Provide staff support to the Pima County Housing Commission to ensure affordable housing strategies and goals
- Create home ownership opportunities for low income residents of Pima County
- Ensure developers accessing HOME & GO bond funds for homeownership are given technical assistance to help them succeed in marketing and selling affordable housing
- Preserve, rehabilitate, and develop affordable rentals and owner occupied homes to meet green sustainability and healthy living standards
- Continue to improve Pima County Housing Center (PCHC) comprehensive housing services
- Expand financial education classes to include restructuring family budget, investments and wealth building to help residents in economic recovery and sustainability
- Offer specific special classes to new homeowners
- Administer grants and programs that provide support for homeownership, support energy efficient, sustainable, and healthy living affordable rentals and owner-occupied housing
- Continue to respond to the foreclosure and default crisis affecting Pima County homeowners
- 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
- Implement and mitigate strategies to address County-wide Analysis of Impediments to Fair Housing and Affirmatively Furthering Fair Housing Plan
- Ensure compliance through training for staff and partner agencies regarding all HUD regulations related to affordable housing programs

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
New housing development projects approved	1	4	4
New home ownership housing construction units produced	22	8	10
Down payment support to new home buyers	24	33	36
Units acquired, rehabilitated or replaced	1	0	2
Rental units produced	30	16	48
Housing Center forum, workshops, and meetings organized	935	940	950
Roadway development impact fee waivers granted	19	20	25
Foreclosure notifications mailed	3,920	2,900	2,250

Program Summary

Department: Community Development & Neighborhood Conservation

Program: Affordable Housing

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Foreclosure prevention and outreach referrals assisted	324	275	250
Housing Center clients served	4,652	4,750	4,750
Number of Financial Education Workshops offered for budgeting, debt management, credit repair, wealth building, etc.	19	20	25
Number of workshop attendees	299	350	380
	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	463,376	510,382	577,738
Operating Expenses	1,436,686	2,456,834	2,577,957
Total Program Expenditures	<u>1,900,062</u>	<u>2,967,216</u>	<u>3,155,695</u>
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	10	-	-
Operating Revenue Sub-Total	<u>10</u>	<u>-</u>	<u>-</u>
Intergovernmental	1,640,635	2,290,581	2,320,246
Investment Earnings	1,582	1,500	1,510
Miscellaneous Revenue	230,907	211,662	187,000
Grant Revenue Sub-Total	<u>1,873,124</u>	<u>2,503,743</u>	<u>2,508,756</u>
General Fund Support	299,284	325,152	343,453
Net Operating Transfers In/(Out)	11,562	-	46,832
Fund Balance Decrease/(Increase)	(283,918)	138,321	256,654
Other Funding Sources	-	-	-
Total Program Funding	<u>1,900,062</u>	<u>2,967,216</u>	<u>3,155,695</u>
<u>Program Staffing FTEs</u>	6.00	6.50	6.50

Program Summary

Department: Community Development & Neighborhood Conservation

Program: Community & Rural Development

Function

Administer local, state, and federally funded grant programs and projects managed within five specialized sections designated as follows: Community Development, Home Repair & Weatherization, Homeless & Special Populations, Brownfields & Revitalization, and Federal Project Compliance. Coordinate, contract, or manage an estimated 85 to 100 individual agency programs/projects to expend grant funds that conduct specific eligible activities in direct compliance with applicable local, state, or federal regulations. Support other departmental and Finance Grants Management's personnel and expenditures across all Community Development & Neighborhood Conservation (CDNC) programs.

Description of Services

Administer the Community Development Block Grant (CDBG). Fund local programs and projects that promote development of cultural, recreational and public (social) services, community facilities, capital infrastructure, health and fire safety, housing, demolition and clearance, and economic development initiatives. Provide various grant assistance to qualified low-income homeowners in South Tucson, Marana, Sahuarita, Oro Valley, and unincorporated Pima County. Administer multiple local and federal grant resources that provide various housing and supportive services to the homeless and special populations. Apply for, coordinate and manage available grant funded brownfields, demolition, and clearance and redevelopment initiatives that provide resources to environmentally site assess, safely clean up, and sustainably reuse environmentally stigmatized areas. Coordinate for County, department, or project adherence to applicable federal regulations for specific grant funded programs including conducting National Environmental Policy Act (NEPA) and Davis-Bacon.

Program Goals & Objectives

- Recommend funding for projects/programs responsive to needs and initiatives identified in the Pima County Consolidated Plan and Pima Prospers Comprehensive Plan Update
- Provide public community facilities and infrastructure improvements in low income rural, unincorporated areas and highly stressed neighborhoods
- Administer Community Planning Applications and provide recommendations for funding public services, facilities, and infrastructure program/projects
- Rehabilitate owner occupied homes for eligible elderly/disabled/low income clients and effectively utilize available local, state and federal, home repair/weatherization funding
- Incorporate and effectively program available weatherization funding to upgrade emergency, transitional, and permanent housing facilities
- Promote economic development initiatives in low income rural areas and highly stressed neighborhoods by collaborating with rural entities and respective community leadership
- Effectively maximize and leverage existing funds to provide gap financing and generate program income as appropriate
- Identify and implement programs which promote the revitalization of slum and blighted areas including brownfields sites
- Successfully apply for available annual Brownfields grant funding
- Conduct community driven revitalization plans on urban commercial corridors and rural 'main streets' that promote economic development
- Ensure and conduct effective regulatory compliance for applicable federally funded programs/projects
- Maintain required staff certification and trainings to develop the technical capacity of program staff
- Continue to support graduate level student interns to assist staff in analyzing demographic data; producing maps and reports; and, conducting research for grant and planning activities
- Continue to support, attend, and serve state and national trade associations and conferences

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Public services (social programs) provided	10	10	9
Public facilities projects funded	18	13	15
Infrastructure projects funded	3	4	3
Economic development initiatives funded	0	1	1

Program Summary

Department: Community Development & Neighborhood Conservation

Program: Community & Rural Development

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Houses rehabilitated and/or weatherized	313	315	325
Homeless/Special Populations Supportive Housing provided	16	15	15
Brownfields project assessments completed	0	10	15
Demolition projects completed	1	2	3
Environmental Review Records completed	432	425	425
Davis Bacon/Section 3 Compliance completed	21	17	19
Trainings/Certifications attended and/or maintained	14	20	20
<hr/>			
	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	567,891	644,168	701,704
Operating Expenses	2,782,452	5,565,563	3,542,612
Total Program Expenditures	<u>3,350,343</u>	<u>6,209,731</u>	<u>4,244,316</u>
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	406	-	-
Operating Revenue Sub-Total	<u>406</u>	<u>-</u>	<u>-</u>
Intergovernmental	2,177,594	2,787,776	3,004,445
Miscellaneous Revenue	86,513	134,000	118,971
Grant Revenue Sub-Total	<u>2,264,107</u>	<u>2,921,776</u>	<u>3,123,416</u>
General Fund Support	1,014,942	3,317,824	1,120,900
Net Operating Transfers In/(Out)	(39,765)	(30,000)	-
Fund Balance Decrease/(Increase)	110,653	131	-
Other Funding Sources	-	-	-
Total Program Funding	<u>3,350,343</u>	<u>6,209,731</u>	<u>4,244,316</u>
<hr/>			
<u>Program Staffing FTEs</u>	10.00	9.50	10.50

Program Summary

Department: Community Development & Neighborhood Conservation
Program: Community Planning & Revitalization Division

Function

Administrate the Neighborhood Stabilization Program 2 (NSP2) Grant by providing leadership, support and oversight for the \$22.1 million grant funded from the American Recovery and Reinvestment Act. Provide support for County-wide activities involving community revitalization and planning.

(Note: Grant funding concluded in February 2013, but close out of the grant must be accomplished, and administration of program income earned as a result of the grant remains as a responsibility of Pima County as grantee. Program income that is earned will be used to further the goals of the NSP2 grant as a result the Neighborhood Stabilization Program (NSP) continues at a smaller scale.)

Description of Services

Work with sub-grantees, the city of Tucson, and seven non-profit agencies' staff including support for sub-grantee activities: acquisition of foreclosed properties, redevelopment of vacant land, land banking, and demolition of blighted structures. Limit NSP2 activities to a target area consisting of 30 census tracts located in the city of Tucson, South Tucson and an unincorporated area of Pima County. Provide a means through the proceeds of grant investments to continue a portion of the activities, ongoing compliance, planning, and reporting. Provide support and technical assistance for ongoing activities that are tied to NSP goals. Provide support for CDNC staff on other grant funded activities for the HOME, HUD Supportive Housing Program (SHP), HUD Housing Opportunities for Persons with AIDS (HOPWA) programs as well as for required planning and reporting.

Program Goals & Objectives

- Prepare report on NSP2 accomplishments to both the federal government, local community and partners
 - Maintain timely and accurate reporting to HUD and the Pima Neighborhood Investment Partnership (PNIP) Consortium
 - Provide report on NSP accomplishments including discussion on effective strategies, and recommendations for future investments
- Close out the grant including completion of grant requirements
 - Work with Finance Grants staff to ensure timely closure of projects
 - Develop methodology for future monitoring and grant compliance
- Track and manage program income that is remitted to Pima County and track program income that is retained by sub-recipients
- Develop and implement strategies for ongoing investment of program income with NSP sub-grantees
- Provide technical assistance for CDNC staff for grant programs as well as provide reports and studies to assist with department efforts
- Work with department staff to develop and implement community and economic development strategy targeted to PNIP area

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Homes built and sold by sub-grantees	5	5	5
Foreclosed homes purchased and resold or rented by sub-grantees	0	5	5
Community meetings/partnership meetings	5	5	5

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	5,213	4,119	5,302
Operating Expenses	-	500,000	75,000
Total Program Expenditures	5,213	504,119	80,302

Program Summary

Department: Community Development & Neighborhood Conservation

Program: Community Planning & Revitalization Division

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	43,601	4,119	28,855
Investment Earnings	243	25	-
Miscellaneous Revenue	64,871	500,000	75,000
Grant Revenue Sub-Total	108,715	504,144	103,855
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(103,502)	(25)	(23,553)
Other Funding Sources	-	-	-
Total Program Funding	5,213	504,119	80,302

Program Summary

Department: Community Development & Neighborhood Conservation

Program: General Services

Function

Administer County General Funds to nonprofit agencies that have successfully completed a community advisory committee review process and were determined to be qualified to deliver basic needs for individuals and families in Pima County.

(Note: Fiscal year 2015/16 funding for Outside Agencies of \$3,158,999 was shown in Community and Rural Development.)

Description of Services

Work with community agencies and the Outside Agency Citizens Advisory Committee to identify program gaps. Provide support to a Board of Supervisors appointed citizens committee to develop and implement a community planning process. Develop and 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 & 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 Outside Agency 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Emergency food and clothing grants	10	10	10
Emergency food and clothing clients served	17,152	17,100	18,000
Senior service grants	9	8	10
Senior service clients served	1,254	1,240	1,280
Support services, shelter, domestic violence grants	14	14	17
Support services, shelter, domestic violence clients served	4,640	4,630	4,700
Youth, young adult, and family support grants	22	21	25
Youth, young adult, and family support grants clients served	12,699	12,690	13,000
Community support grants	5	5	5
Community support grants clients served	4,887	4,887	4,890
General Services grants provided	20	20	22
General Services clients served	18,640	18,640	18,800

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Operating Expenses	2,473,869	-	2,311,200
Total Program Expenditures	2,473,869	-	2,311,200
General Fund Support	2,473,869	-	2,311,200

Program Summary

Department: Community Development & Neighborhood Conservation
Program: General Services

Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>2,473,869</u>	<u>-</u>	<u>2,311,200</u>

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 & Objectives

- Empower neighborhood groups and residents to accomplish community goals through outreach programs
 - Regularly attend meetings within identified neighborhoods to provide technical assistance and support in establishing goals
- Target stressed communities which do not have active neighborhood associations to help achieve neighborhood project goals
 - Work with informal neighborhood groups to help develop capacity for broad participation and collective decision making
- Provide 2004 Neighborhood Reinvestment Project neighborhoods with appropriate tools to maintain and strengthen their capacities and effectiveness

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Community outreach events held	30	20	5
Projects approved/funded	2	7	0
Projects completed	2	3	5
Proposals developed	2	7	0
Evaluations completed	15	15	15

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	235,769	277,037	125,339
Operating Expenses	22,662	38,918	28,768
Total Program Expenditures	258,431	315,955	154,107

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Miscellaneous Revenue	1,660	-	-
Operating Revenue Sub-Total	1,660	-	-
Investment Earnings	214	-	-
Miscellaneous Revenue	450	-	-
Other Special Revenue Sub-Total	664	-	-
General Fund Support	305,827	315,955	154,107
Net Operating Transfers In/(Out)	(49,056)	-	-

Program Summary

Department: Community Development & Neighborhood Conservation

Program: Neighborhood Reinvestment

Fund Balance Decrease/(Increase)	(664)	-	-
Other Funding Sources	-	-	-
Total Program Funding	258,431	315,955	154,107
<hr/>			
<u>Program Staffing FTEs</u>	4.00	4.00	1.00

Pima County FY 2016/2017 Adopted Budget

Community Development & Neighborhood Conservation

Adopted Funding for Outside Agencies

<u>Agency</u>	<u>Funding</u>
Visit Tucson (Metro Tucson Conv & Visitors Bureau)	\$3,207,000 ⁽¹⁾
Sun Corridor formerly Tucson Regional Economic Opportunities, Inc. (TREO)	651,000 ⁽²⁾
Job Path	500,000 ⁽²⁾
Community Food Bank, Inc.	465,000
Pima Association of Governments	298,000
Pima Council on Aging	229,580
Southern Arizona AIDS Foundation (SAAF)	187,400
Catholic Community Services of Southern Arizona, Inc. (dba Pio Decimo Center)	166,000
El Rio Santa Cruz Neighborhood Health Center/El Pueblo TCE	163,200
Our Family Services, Inc.	129,000
Emerge! Center Against Domestic Abuse	112,500
Tucson Pima Arts Council	110,970 ⁽²⁾
Tucson Urban League, Inc.	93,000
Primavera Foundation	89,000
Metropolitan Education Commission	82,200
Southern Arizona Legal Aid, Inc. (SALA)	81,000
Youth on Their Own	73,000
Southern Arizona Children's Advocacy Center	72,561
United Way - ECAP	70,000 ⁽⁴⁾
Impact of Southern AZ (aka Catalina Community Services)	62,000
Jewish Family and Children's Services of Southern Arizona	60,300
DM 50/Community & Economic Assistance	60,000 ⁽²⁾
Interfaith Community Services (ICS)	60,000
Pima County Cooperative Extension	58,100
Arivaca Coordinating Council/Human Resource Group, Inc.	49,000
Arizona-Sonora Desert Museum	49,000
Pima County Community Land Trust	49,000
Tucson Children's Museum	48,650 ⁽²⁾
International Rescue Committee, Tucson Office	48,000
St. Elizabeth's Health Center	47,300
University of Arizona, Board of Regents/TMC Mobile Health Program	45,200
International Sonoran Desert Alliance (ISDA)	45,000
Child and Family Resources, Inc.	40,100
Catholic Community Services (dba Community Outreach Program for the Deaf)	40,000
Tucson Clean and Beautiful	40,000 ⁽⁵⁾
Tu Nidito Children and Family Services	39,000
Tucson Metropolitan Ministry Family Services, Inc. (TMM)	37,000
Tucson Botanical Garden	36,400 ⁽²⁾
Administration of Resources & Choices	35,000
Habitat for Humanity	35,000
Ajo Chamber of Commerce	34,300 ⁽²⁾
Community Special Needs	32,495
El Tour (Perimeter Bicycling)	30,000 ⁽²⁾
Pima County Attorney's Office - Drug Treatment Alternative to Prison (DTAP)	30,000
Tucson Meet Yourself	27,930 ⁽²⁾
AZ Children's Association (dba Las Familias)	25,000
Workforce Development Services	25,000 ⁽⁴⁾
Pima Prevention Partnership/Pima County Teen Court	24,000
Arizona Youth Partnership	23,000

Pima County FY 2016/2017 Adopted Budget

Community Development & Neighborhood Conservation

Adopted Funding for Outside Agencies

<u>Agency</u>	<u>Funding</u>
AZ Children's Association (dba The Parent Connection)	23,000
Humane Borders	22,500 ⁽⁴⁾
Girl Scout Council of Southern Arizona/Adelante Jovencitas	22,000
Mobile Meals of Tucson, Inc.	22,000
RISE, LLC	21,100
Non Profit Industries	19,600
Chicanos Por la Causa, Inc.	19,000
Catholic Community Services of Southern Arizona, Inc.	18,000
United Way of Tucson and Southern AZ	16,400
Southwest Fair Housing Council	16,000
Diaper Bank of Southern Arizona	15,000
Southern Arizona Association for the Visually Impaired (SAAVI)	15,000
The Salvation Army	15,000
PowerSource Tucson	15,000
Sahuarita Food Bank - Good Shepherd United Church of Christ	15,000
Make Way for Books	15,000
LULAC Youth Conference	12,500 ⁽⁴⁾
ISDA (Sonoran Desert Conference Center)	10,000 ⁽²⁾
Tucson-Pima County Historical Commission	8,750
Flowing Wells Family Resource Center	5,000 ⁽⁴⁾
Chicanos Por la Causa, Inc.	2,000
Sunshine Ministries	1,000
Metropolitan Education Commission	750
Greater Oro Valley Chamber of Commerce	500
Oro Valley Parade Committee Inc.	500
Total	<u><u>\$8,346,786</u></u>

⁽¹⁾ Contract budgeted in Non Departmental.

⁽²⁾ Contract administered by Attractions & Tourism.

⁽³⁾ Contract budgeted in Community Development & Neighborhood Conservation, Transportation, and Regional Wastewater Reclamation Department .

⁽⁴⁾ Contract budgeted and administered by Community and Economic Development Administration.

⁽⁵⁾ Contract budgeted in Natural Resources, Parks and Recreation.

Community Services, Employment & Training

Expenditures: 23,618,037

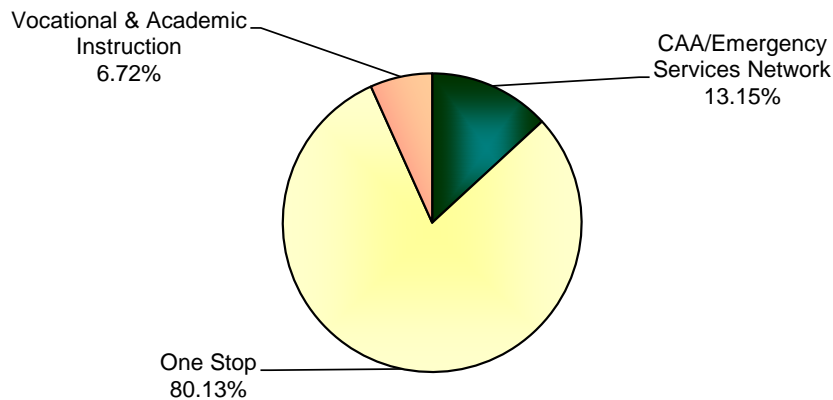
FTEs 147.13

Revenues: 15,996,577

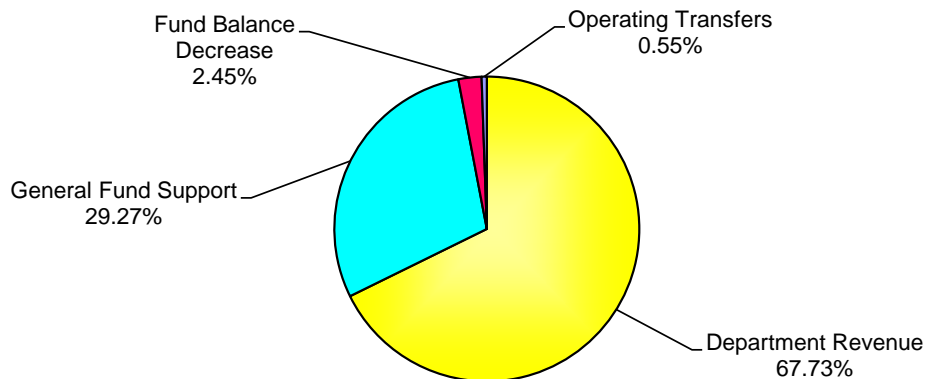
Function Statement: Improve the economic and social sustainability of Pima County by: developing skilled workers; assisting employers to meet workforce needs; mitigating the impact of layoffs through employment services; addressing basic housing needs of low income individuals; helping youth develop 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

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
CAA Emergency Services Network	2,506,550	2,966,710	3,105,653
One Stop	15,300,269	20,051,639	18,924,537
Teen Health	20	-	-
Vocational And Academic Instruction	1,072,860	1,636,042	1,587,847
Total Expenditures	<u>18,879,699</u>	<u>24,654,391</u>	<u>23,618,037</u>
<u>Funding by Source</u>			
Revenues			
CAA Emergency Services Network	2,109,546	2,762,408	2,938,433
One Stop	10,241,815	13,446,039	12,024,897
Vocational And Academic Instruction	825,258	1,294,324	1,031,647
Total Revenues	<u>13,176,619</u>	<u>17,502,771</u>	<u>15,994,977</u>
General Fund Support	5,779,153	6,665,334	6,914,028
Net Operating Transfers In/(Out)	123,998	130,000	130,000
Fund Balance Decrease/(Increase)	(200,071)	356,286	579,032
Other Funding Sources	-	-	-
Total Program Funding	<u>18,879,699</u>	<u>24,654,391</u>	<u>23,618,037</u>
<u>Staffing (FTEs) by Program</u>			
CAA Emergency Services Network	9.50	10.00	10.00
One Stop	105.93	109.70	118.13
Vocational And Academic Instruction	17.00	18.00	19.00
Total Staffing (FTEs)	<u>132.43</u>	<u>137.70</u>	<u>147.13</u>

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

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

Operate the community's Emergency Services Network (ESN) which links a dozen different funding streams with different eligibility guidelines to provide low-income families in crisis situations with utility or rent/mortgage assistance, including the Sewer reduction program funded by County Wastewater, a water reduction program through the City's Water Department, a Department of Environmental Quality sponsored landfill fee reduction program, several programs funded by utilities, as well as federal programs that enable ESN to pay a landlord or utility for a family facing eviction or utility shutoff. Couple assistance with case management to insure that the need for assistance will not be recurring and is delivered by County staff and eight agencies selected through a Request for Proposals (RFP) process. Administer a RFP process with Community Services Block Grant funds to award grants for non-profit and rural agencies to provide community services programs that have a measurable impact on the causes of poverty in Pima County and that produce measurable outcomes in the following priority areas 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 & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Households receiving emergency rent, mortgage, or utility assistance	4,441	4,000	4,000
Households receiving utility discounts	6,390	5,000	5,000

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	393,698	493,680	523,482
Operating Expenses	2,112,852	2,473,030	2,582,171
Total Program Expenditures	2,506,550	2,966,710	3,105,653

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Intergovernmental	1,897,524	2,537,875	2,605,269
Miscellaneous Revenue	212,022	224,533	333,164
Grant Revenue Sub-Total	2,109,546	2,762,408	2,938,433
General Fund Support	159,010	203,678	166,520

Program Summary

Department: Community Services, Employment & Training

Program: CAA Emergency Services Network

Net Operating Transfers In/(Out)	137	-	120
Fund Balance Decrease/(Increase)	237,857	624	580
Other Funding Sources	-	-	-
Total Program Funding	<u><u>2,506,550</u></u>	<u><u>2,966,710</u></u>	<u><u>3,105,653</u></u>
<hr/>			
<u>Program Staffing FTEs</u>	9.50	10.00	10.00

Program Summary

Department: Community Services, Employment & Training

Program: One Stop

Function

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

Provide assistance and resources to job seekers and employers. Work with industry sectors and other employer groups, such as the Southern Arizona Manufacturing Partnership, to design new training needed to address workforce shortages in fields with high occupational demand. Administer County operated grants that offer a continuum of career development services for eligible youth, adults, and dislocated workers utilizing resources designed to assist people who are laid off or have barriers to employment. Deliver workforce services through a network of more than 50 organizations ranging from community based non-profit organizations, faith based organizations to governmental agencies and proprietary trainers. Support employers and apprenticeship programs in recruiting, staffing, and training skilled workers for quality jobs and 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 depending on need, available resources, and eligibility guidelines.

Program Goals & 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 stabilize workforce to meet industry needs and support job growth

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Placed into unsubsidized employment (or college if under 21)	75%	77%	78%
Average wage at placement for adults	\$13	\$14	\$14
Job seekers served	12,598	11,482	12,000
Employers served	693	700	700

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	4,335,012	5,187,416	5,533,310
Operating Expenses	10,965,257	14,864,223	13,391,227
Total Program Expenditures	15,300,269	20,051,639	18,924,537

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Investment Earnings	(109)	-	-
Miscellaneous Revenue	1,045	-	-
Operating Revenue Sub-Total	936	-	-
Intergovernmental	9,344,756	12,937,022	10,911,272
Miscellaneous Revenue	896,123	509,017	1,113,625
Grant Revenue Sub-Total	10,240,879	13,446,039	12,024,897
General Fund Support	5,301,853	6,184,564	6,483,204
Net Operating Transfers In/(Out)	123,861	130,000	129,880

Program Summary

Department: Community Services, Employment & Training

Program: One Stop

Fund Balance Decrease/(Increase)	(367,260)	291,036	286,556
Other Funding Sources	-	-	-
Total Program Funding	<u><u>15,300,269</u></u>	<u><u>20,051,639</u></u>	<u><u>18,924,537</u></u>
<hr/>			
<u>Program Staffing FTEs</u>	105.93	109.70	118.13

Program Summary

Department: Community Services, Employment & Training

Program: Vocational And Academic Instruction

Function

Address the growing number of older youth and parenting teens unable to obtain employment or job training due to their status as high school drop outs, juvenile offenders, and/or homeless youth. Administer and coordinate vocational and employment training services for low income and disadvantaged Pima County youth to increase job placement and continuing educational opportunities.

Description of Services

Operate Pima Vocational High School (PVHS) to provide minority, low income, at-risk, out of school Pima County youth (16-21) with a long term program to master vocational and academic skills required by Pima County employers. Offer opportunities for securing a sustainable job through on-the-job training, completion of a vocational curriculum, and classes in applied academic basic skills that also meet the requirements for a high school diploma. Provide participants with intense on-site support services and case management by youth specialists. Help underserved and out of school youth find sustainable employment.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Students who attain a high school diploma	57	61	64
Students placed in employment	48	76	95

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	764,298	1,125,833	1,112,257
Operating Expenses	293,687	510,209	475,590
Capital Equipment > \$5,000	14,875	-	-
Total Program Expenditures	1,072,860	1,636,042	1,587,847

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Miscellaneous Revenue	8	-	-
Operating Revenue Sub-Total	8	-	-
Intergovernmental	747,662	1,119,902	861,000
Investment Earnings	1,580	629	1,500
Miscellaneous Revenue	495	1,228	1,500
Other Special Revenue Sub-Total	749,737	1,121,759	864,000
Intergovernmental	75,513	172,565	167,647
Grant Revenue Sub-Total	75,513	172,565	167,647
General Fund Support	318,270	277,092	264,304

Program Summary

Department: Community Services, Employment & Training

Program: Vocational And Academic Instruction

Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(70,668)	64,626	291,896
Other Funding Sources	-	-	-
Total Program Funding	<u>1,072,860</u>	<u>1,636,042</u>	<u>1,587,847</u>

<u>Program Staffing FTEs</u>	17.00	18.00	19.00
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County Free Library

Expenditures: 42,166,526

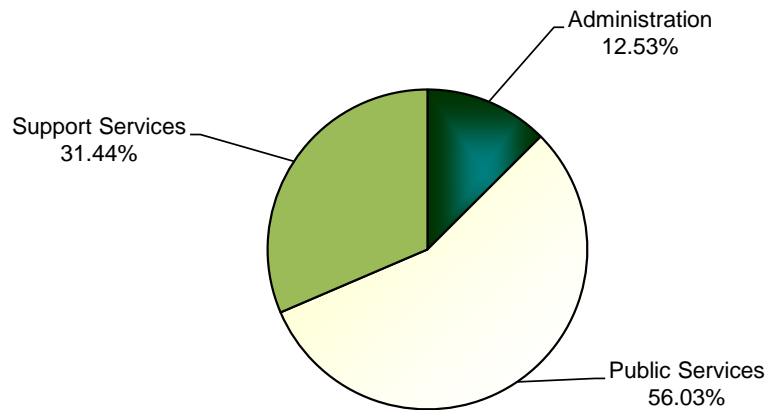
FTEs 385.62

Revenues: 44,480,642

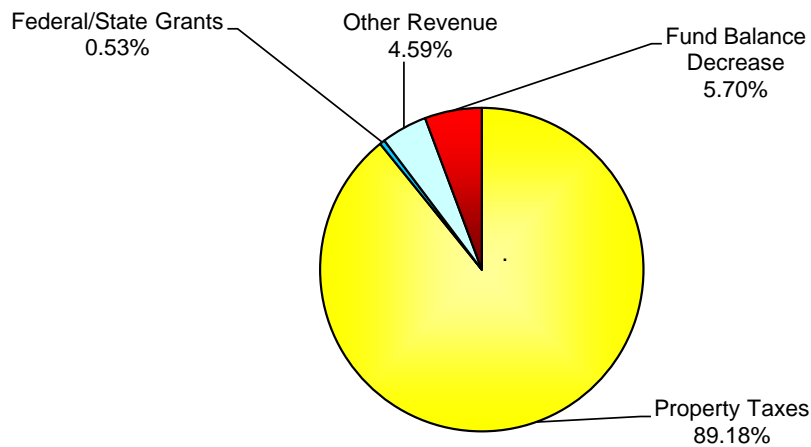
Function Statement: Provide Pima County residents with free and equitable access to the information resources needed for full participation in the community and for the enrichment of individual lives.

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 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Expenditures by Program</u>			
Administration	4,953,179	4,775,302	5,282,936
Public Services	20,760,985	23,998,566	23,625,873
Support Services	7,189,831	13,110,156	13,257,717
Total Expenditures	<u>32,903,995</u>	<u>41,884,024</u>	<u>42,166,526</u>
<u>Funding by Source</u>			
Revenues			
Administration	32,706,108	38,728,388	39,881,171
Public Services	2,053,549	2,340,000	2,284,800
Support Services	823	-	-
Total Revenues	<u>34,760,480</u>	<u>41,068,388</u>	<u>42,165,971</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(888,879)	(91,797)	(2,548,916)
Fund Balance Decrease/(Increase)	(967,606)	907,433	2,549,471
Other Funding Sources	-	-	-
Total Program Funding	<u>32,903,995</u>	<u>41,884,024</u>	<u>42,166,526</u>
<u>Staffing (FTEs) by Program</u>			
Administration	10.00	9.75	10.00
Public Services	357.02	354.36	356.62
Support Services	18.00	20.00	19.00
Total Staffing (FTEs)	<u>385.02</u>	<u>384.11</u>	<u>385.62</u>

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

Provide for an educated, connected community of readers, learners, doers and dreamers; enrich the lives of residents and build a literate community through equitable access to information, recreational reading, and lifelong learning materials and programs. Provide leadership, vision, and strategic planning to fulfill the library's mission, its Community Impact Plan, and Pima County's Economic Development Plan. Deliver quality library services to residents of Pima County through the operation of 27 libraries, online electronic access, and outreach services including the juvenile detention center, a bookmobile, and deposit collections at many locations. Manage library human resource department. 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. Manage all hiring, payroll and related departmental personnel issues. Ensure that the staff is well trained, knowledgeable, and have the resources needed to do their jobs. Continue to 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 & Objectives

- Raise public awareness of library programs and services
 - Utilize new brand and branding training to communicate a consistent message to the public through social media, media releases and staff interactions
- Optimize staff capacity through new hires and staff retention
 - Use effective recruitment strategies to hire the best possible candidates
 - Empower staff with relevant training and development opportunities

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Social Media Accounts interaction	779,986	1,117,488	1,417,488
Media Outcomes	140	100	150
Gate Count	5,582,532	5,600,000	5,600,000
Program Attendance	294,069	300,000	304,000
Library Programs and services promoted by outside agencies	yes	yes	yes
Mutually beneficial partnerships developed	yes	yes	yes
Staff Training and Development Opportunities	165	115	180
Rate of Retention of Newly Hired Staff	80%	85%	85%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	658,751	837,149	810,316
Operating Expenses	4,294,428	3,938,153	4,472,620
Total Program Expenditures	4,953,179	4,775,302	5,282,936

Program Summary

Department: County Free Library

Program: Administration

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Funding by Source</u>			
Revenues			
Property Taxes	32,690,512	38,728,388	39,877,071
Intergovernmental	7,141	-	4,100
Investment Earnings	8,455	-	-
Operating Revenue Sub-Total	32,706,108	38,728,388	39,881,171
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(888,879)	(91,797)	(2,548,916)
Fund Balance Decrease/(Increase)	(26,864,050)	(33,861,289)	(32,049,319)
Other Funding Sources	-	-	-
Total Program Funding	4,953,179	4,775,302	5,282,936
<u>Program Staffing FTEs</u>	10.00	9.75	10.00

Program Summary

Department: County Free Library

Program: Public Services

Function

Provide Pima County 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 branch libraries, and one bookmobile. Promote workforce development and literacy for residents of all ages by providing opportunities in education, innovation and community engagement. Transforming lives by educating, inspiring and connecting people.

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. Assist patrons in finding information, answering questions, providing personalized assistance and structured programs that focus on the needs of each library customer in the pursuit of knowledge. Serve as welcoming and safe gathering places where residents come to share information, learn and are engaged. Enhance job search and employment skills for job seekers. Introduce language, reading and literacy to young children. Assist students to become lifelong learners by providing homework tutoring and materials to gear them toward success in school. Enable adults to pursue individual interests, personal discovery and continuing education. Transform community lives by educating, inspiring and connecting the residents of Pima County.

Program Goals & Objectives

- Impart Pima County residents with the information and tools needed to participate successfully in our community and the resources needed to explore topics of personal interest
 - Provide responsive collections with a variety of information resources including books, DVDs, downloadable resources, and online information resources
- Create young readers and ensure that children are better prepared to enter school
 - Provide Storytimes, parent trainings and early childhood literacy opportunities
- Improve literacy for children, teens and adults
 - Provide assistance in homework, reading proficiency for children and adult literacy
- Support workforce and economic development
 - Assist job seekers in improving job skills and finding appropriate employment through ESL & GED Classes, Jobhelp session, business and entrepreneurial learning opportunities

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Library materials circulated	5,763,760	5,371,663	5,050,000
Library catalog searches	75,568,570	95,734,819	100,734,819
Public computer sessions	1,453,877	1,604,122	1,800,000
Digital downloads	809,325	896,256	983,187
Library cardholders	379,631	389,000	400,000
Library program attendance	294,069	300,000	304,000
Percentage of customers indicating they were able to access the library resources needed for research and recreation		80%	90%
Library Program Storytime attendance	86,774	89,000	90,000
Parent education opportunities	3,221	3,250	3,300
Children and Youth participating in the Summer Reading Program	28,810	30,000	30,000
Percentage of surveyed parents and caregivers indicating that library early literacy programs had a positive impact on their family	98%	100%	100%
Percentage of surveyed parents found the Summer Reading Program helpful in engaging their children in literacy activities	98%	100%	100%

Program Summary

Department: County Free Library

Program: Public Services

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
ReadStrong program attendance	2,383	2,837	3,100
Online Homework Help attendance	39,270	39,326	39,500
In Person Homework Help attendance	5,958	6,943	7,900
Adult Literacy Class attendance	21,542	21,700	22,000
Readstrong program participants showing improvement of scores	yes	yes	yes
Percentage of surveyed users indicating positive impact of Homework Help and/or literacy classes	98%	100%	100%
ESL Class attendance	17,400	17,500	17,500
GED Class attendance	4,142	4,200	4,500
Job Help attendance	7,671	9,430	10,000
Program attendees indicating success in locating a job or completing GED	yes	yes	yes
<hr/>			
	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	16,515,206	18,136,791	18,450,973
Operating Expenses	4,245,779	5,861,775	5,174,900
Total Program Expenditures	20,760,985	23,998,566	23,625,873
Program Funding by Source			
Revenues			
Intergovernmental	213,821	640,000	309,800
Charges for Services	458,595	520,000	900,000
Fines & Forfeits	557,197	600,000	600,000
Investment Earnings	9,056	25,000	25,000
Miscellaneous Revenue	814,880	555,000	450,000
Operating Revenue Sub-Total	2,053,549	2,340,000	2,284,800
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	18,707,436	21,658,566	21,341,073
Other Funding Sources	-	-	-
Total Program Funding	20,760,985	23,998,566	23,625,873
<hr/>			
Program Staffing FTEs	357.02	354.36	356.62

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; 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 all physical materials including the cataloging of new materials added to the collection. Provide support for budgeting, accounts receivable, and accounts payable. Oversee facilities maintenance and planning of new libraries

Program Goals & Objectives

- Provide well maintained and welcoming library facilities
 - Work orders submitted and tracked
 - Routine cleaning and repair scheduled
- Provide physical and digital collections responsive to community needs
 - Utilize efficient methods to order, process and make new materials available to the public
 - Maximize the number of new library materials sent directly to branches to minimize shipping time
- Provide support for budgeting and library district accounts
 - Library district support staff cross trained for office efficiencies
 - Library district budget monitored monthly

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Work orders submitted weekly to appropriate departments	yes	yes	yes
Routine cleaning scheduled	yes	yes	yes
Items on quarterly branch inspection reports reduced	n/a	5%	10%
Library Materials Expenditures	4,038,503	5,102,000	5,507,000
Percent of new library materials shipped directly to branches	92%	92%	92%
Library materials circulated	5,763,760	5,371,663	5,050,000
Digital materials downloaded	809,325	896,256	983,187
Library expenditures within budget	yes	yes	yes
Library support staff cross trained	yes	yes	yes

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	990,207	1,066,964	1,135,093
Operating Expenses	6,199,624	12,043,192	12,122,624
Total Program Expenditures	7,189,831	13,110,156	13,257,717

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Miscellaneous Revenue	823	-	-
Operating Revenue Sub-Total	823	-	-
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-

Program Summary

Department: County Free Library

Program: Support Services

Fund Balance Decrease/(Increase)	7,189,008	13,110,156	13,257,717
Other Funding Sources	-	-	-
Total Program Funding	7,189,831	13,110,156	13,257,717
<hr/>			
<u>Program Staffing FTEs</u>	18.00	20.00	19.00

Kino Sports Complex

Expenditures: 733,890

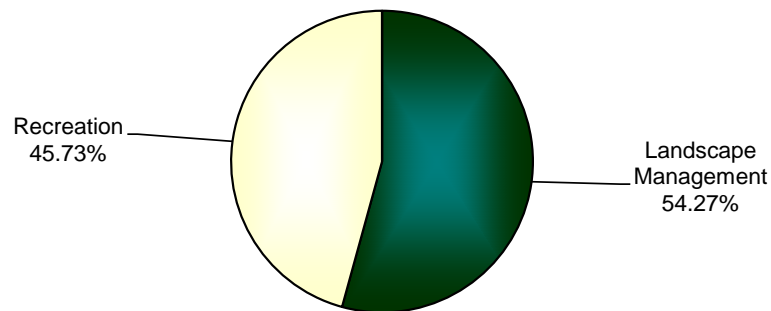
FTEs 6.00

Revenues: 139,014

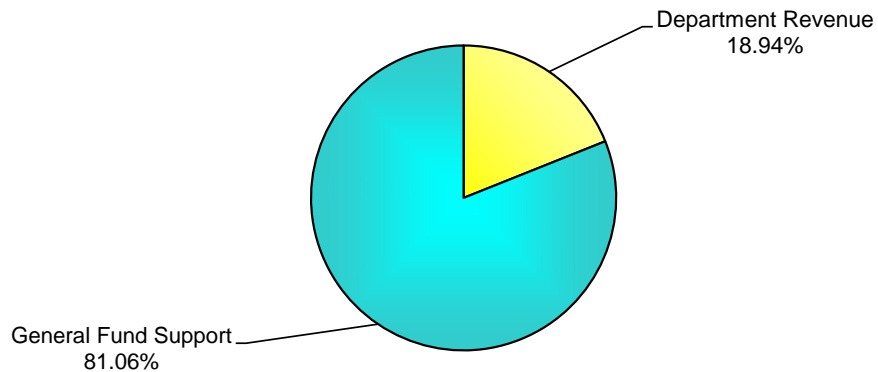
Function Statement: Improve the quality of life for residents of Pima County by providing a variety of cultural and recreational services through various facilities operated by Pima County.

Mandates: None

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Kino Sports Complex**

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Landscape Management	252,075	389,241	398,305
Recreation	332,919	627,929	335,585
Total Expenditures	<u>584,994</u>	<u>1,017,170</u>	<u>733,890</u>
<u>Funding by Source</u>			
Revenues			
Landscape Management	27,443	48,457	42,914
Recreation	122,536	95,833	96,100
Total Revenues	<u>149,979</u>	<u>144,290</u>	<u>139,014</u>
General Fund Support	435,015	872,880	594,876
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>584,994</u>	<u>1,017,170</u>	<u>733,890</u>
<u>Staffing (FTEs) by Program</u>			
Landscape Management	4.00	4.00	4.00
Recreation	2.98	2.00	2.00
Total Staffing (FTEs)	<u>6.98</u>	<u>6.00</u>	<u>6.00</u>

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 ground cover. Provide litter removal, sports field maintenance, and pathway/parking lot sweeping. Provide maintenance of restrooms, ramadas, ball fields, fencing, graffiti abatement, exercise paths, ball field, and security lighting.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Meet service schedule for departments	yes	yes	yes
Areas serviced as specified by Memoranda of Understanding	yes	yes	yes

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	182,477	243,108	235,025
Operating Expenses	69,598	110,133	142,280
Capital Equipment > \$5,000	-	36,000	21,000
Total Program Expenditures	252,075	389,241	398,305

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Charges for Services	10,687	31,700	26,157
Miscellaneous Revenue	16,756	16,757	16,757
Operating Revenue Sub-Total	27,443	48,457	42,914
General Fund Support	224,632	340,784	355,391
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	252,075	389,241	398,305

Program Staffing FTEs	4.00	4.00	4.00
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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 at 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 & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Respond within 24 hours to YMCA facility issues	yes	yes	yes
Replace outdated and deteriorating restroom	yes	n/a	n/a
Repair outdated and deteriorating ramada roofs at Sam Lena	n/a	yes	yes

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	87,938	67,236	83,772
Operating Expenses	244,981	560,693	251,813
Total Program Expenditures	332,919	627,929	335,585
Program Funding by Source			
Revenues			
Charges for Services	24,826	-	-
Miscellaneous Revenue	97,710	95,833	96,100
Operating Revenue Sub-Total	122,536	95,833	96,100
General Fund Support	210,383	532,096	239,485
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	332,919	627,929	335,585
Program Staffing FTEs	2.98	2.00	2.00

Natural Resources, Parks & Recreation

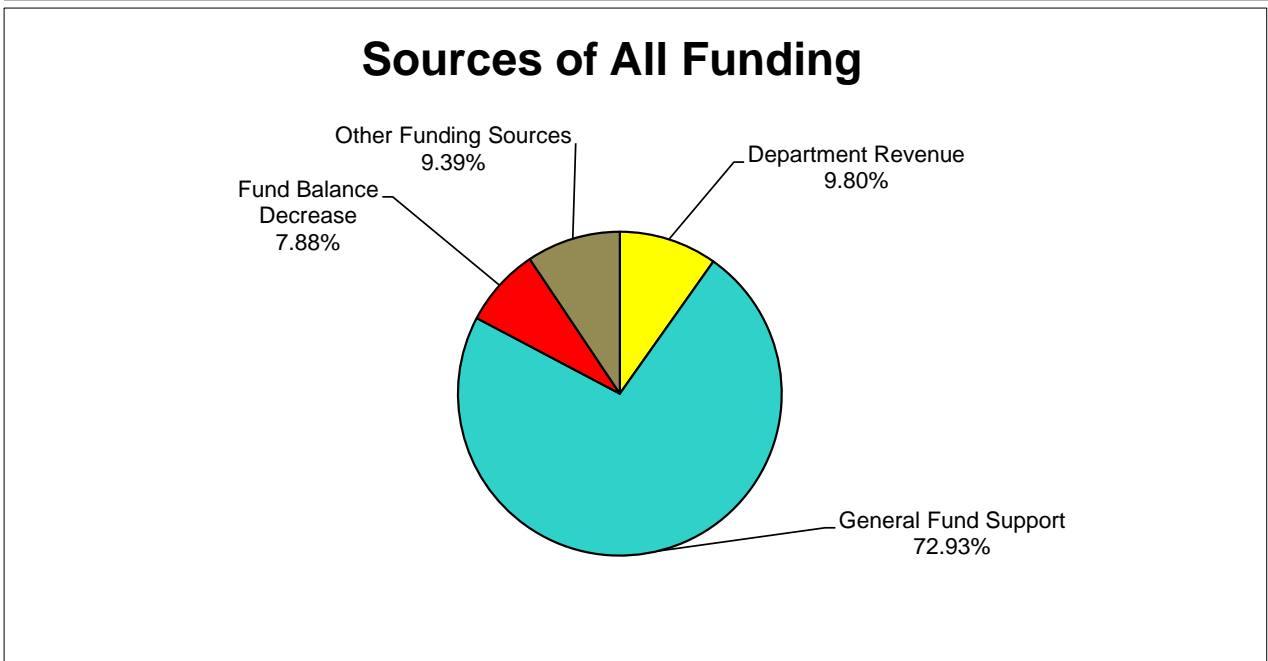
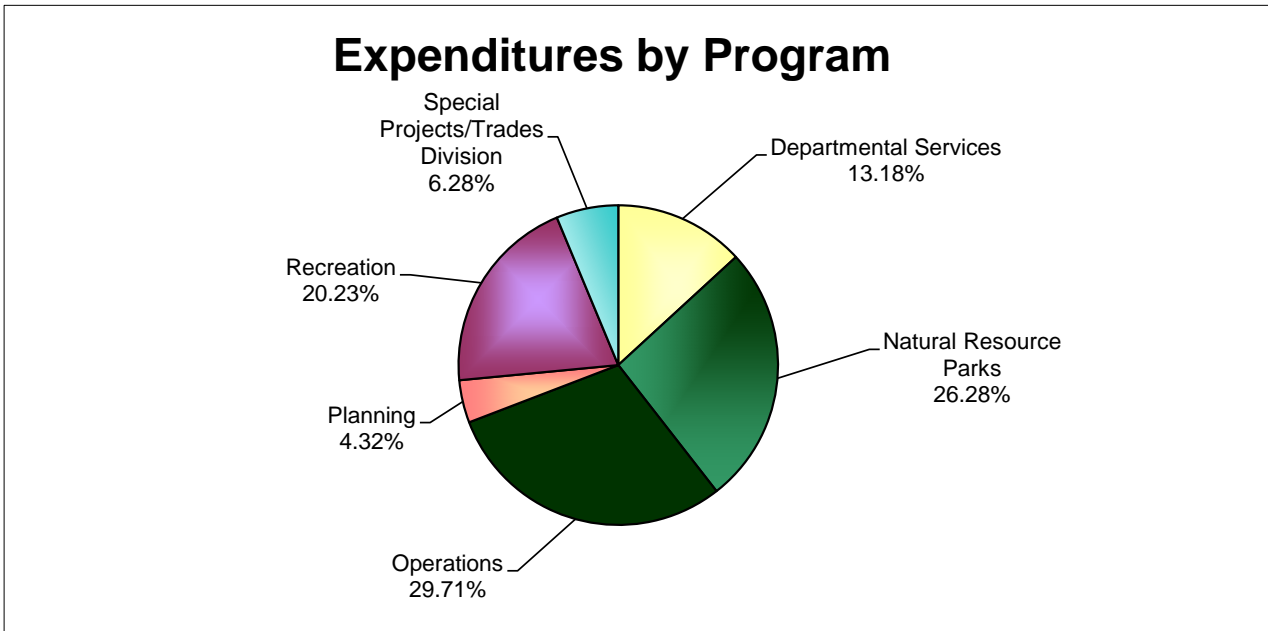
Expenditures: 21,809,466

Revenues: 2,212,841

FTEs 279.95

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



Department Summary by Program

Department: Natural Resources, Parks & Recreation

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Departmental Services	1,693,815	2,145,154	2,874,515
Development	64	-	-
GIS & MultiMedia Services	690,235	594,366	-
Natural Resource Parks	2,508,613	3,248,860	5,730,942
Operations	5,770,054	6,263,219	6,480,956
Planning	273,871	619,500	941,260
Recreation	4,385,190	4,345,185	4,411,547
Special Projects/Trades Division	2,175,805	1,071,761	1,370,246
Total Expenditures	<u>17,497,647</u>	<u>18,288,045</u>	<u>21,809,466</u>
<u>Funding by Source</u>			
Revenues			
Departmental Services	74,295	71,601	-
Development	756	-	-
GIS & MultiMedia Services	1	-	-
Natural Resource Parks	1,315,200	1,317,525	1,382,791
Operations	349,022	207,550	256,600
Planning	387,348	-	-
Recreation	644,934	600,700	570,950
Special Projects/Trades Division	15,557	1,000	2,500
Total Revenues	<u>2,787,113</u>	<u>2,198,376</u>	<u>2,212,841</u>
General Fund Support	15,741,285	15,836,926	16,459,327
Net Operating Transfers In/(Out)	(745,166)	(925,310)	(760,104)
Fund Balance Decrease/(Increase)	(285,585)	1,178,053	1,777,402
Other Funding Sources	-	-	2,120,000
Total Program Funding	<u>17,497,647</u>	<u>18,288,045</u>	<u>21,809,466</u>
<u>Staffing (FTEs) by Program</u>			
Departmental Services	5.00	11.00	20.00
GIS & MultiMedia Services	10.80	6.75	-
Natural Resource Parks	28.50	30.00	28.70
Operations	104.40	107.50	116.15
Planning	3.00	2.00	3.00
Recreation	86.58	80.25	82.10
Special Projects/Trades Division	30.50	31.00	30.00
Total Staffing (FTEs)	<u>268.78</u>	<u>268.50</u>	<u>279.95</u>

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 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 & Objectives

- Process Special Event permits, contracts, and IGAs in a timely fashion
- Process Personnel Action Forms (PAFs), 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Contracts, Leases, IGAs completed on time	90%	100%	100%
Information requests from County administration answered within two business days	100%	100%	100%
Personnel Action Forms and FMLA requests processed on time	100%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	526,089	879,298	1,489,831
Operating Expenses	971,210	1,265,856	1,384,684
Capital Equipment > \$5,000	196,516	-	-
Total Program Expenditures	1,693,815	2,145,154	2,874,515

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Licenses & Permits	435	-	-
Charges for Services	211	-	-
Miscellaneous Revenue	10,435	-	-
Operating Revenue Sub-Total	11,081	-	-
Investment Earnings	501	-	-
Miscellaneous Revenue	62,713	71,601	-
Other Special Revenue Sub-Total	63,214	71,601	-
General Fund Support	1,568,125	1,835,972	2,654,870

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Departmental Services

Net Operating Transfers In/(Out)	68,906	238,937	215,925
Fund Balance Decrease/(Increase)	(17,511)	(1,356)	3,720
Other Funding Sources	-	-	-
Total Program Funding	<u>1,693,815</u>	<u>2,145,154</u>	<u>2,874,515</u>
<hr/>			
<u>Program Staffing FTEs</u>	5.00	11.00	20.00

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Development

Function

Manage and implement various planning, design and construction projects per the Residential Recreation Area Ordinance adopted by the Board of Supervisors.

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 & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Monitor new tentative plat approvals are in compliance with collection requirements	10	n/a	n/a

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Operating Expenses	64	-	-
Total Program Expenditures	64	-	-

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Investment Earnings	756	-	-
Operating Revenue Sub-Total	756	-	-
General Fund Support	(692)	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	64	-	-

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 System (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.

(Note: Beginning in fiscal year 2016/17 the GIS & Multimedia Services program budget is absorbed in the Departmental Services program budgets.)

Program Goals & 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 for 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

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Web pages designed	15	15	n/a
GIS products used	340	400	n/a
Park Identity programs created	18	18	n/a

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	663,090	548,868	-
Operating Expenses	27,145	45,498	-
Total Program Expenditures	690,235	594,366	-

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Miscellaneous Revenue	1	-	-
Operating Revenue Sub-Total	1	-	-
General Fund Support	690,234	594,366	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	690,235	594,366	-

Program Staffing FTEs	10.80	6.75	-
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Program Summary

Department: Natural Resources, Parks & Recreation

Program: Natural Resource Parks

Function

Manage, maintain, and conserve 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. Act as the primary land manager of the Conservation Land Management Program. Provide Natural Resources, Parks and Recreation (NRPR) staff with technical advice and direction related to projects potentially impacting flora and fauna.

Description of Services

Manage and protect mountain parks and natural resource parks, natural preserves, non-urban trails/trail heads, 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 managed 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 & Objectives

- Increase the level of public participation in environmental and conservation education programs
- Develop, implement, and monitor management plans for open space properties
- Monitor and maintain non-urban trail system and associated trail heads
- Monitor and provide operations maintenance support to maintain safe and functioning natural resource parks, open space lands, and cultural/historic resource sites
- Support implementation of a Federal Section 10 Permit for Pima County, Multi-species Conservation Plan
 - Achieve the outcomes identified in the plan
 - Achieve the level of stewardship required by U.S. Fish and Wildlife to maintain the Permit

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Environmental education program participants	35,100	36,900	37,000
Miles of trails maintained	15	10	25
Acres of park, ranch, open space, and cultural resource lands maintained	262,000	265,000	275,000
Comprehensive management plans completed	2	2	4
Properties monitored annually	128	135	145

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,659,232	1,945,899	1,814,151
Operating Expenses	843,084	1,302,961	1,366,791
Capital Equipment > \$5,000	6,297	-	2,550,000
Total Program Expenditures	2,508,613	3,248,860	5,730,942

Program Funding by Source Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Charges for Services	169,263	135,300	136,000
Miscellaneous Revenue	98,768	20,000	25,000
Operating Revenue Sub-Total	268,031	155,300	161,000

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Natural Resource Parks

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Charges for Services	-	86,181	112,291
Investment Earnings	1,749	-	-
Miscellaneous Revenue	659,480	720,000	750,000
Other Special Revenue Sub-Total	661,229	806,181	862,291
Intergovernmental	385,936	353,044	356,500
Investment Earnings	4	3,000	3,000
Grant Revenue Sub-Total	385,940	356,044	359,500
General Fund Support	2,016,756	2,416,323	2,248,222
Net Operating Transfers In/(Out)	(730,714)	(1,189,247)	(1,001,029)
Fund Balance Decrease/(Increase)	(92,629)	704,259	980,958
Other Funding Sources	-	-	2,120,000
Total Program Funding	2,508,613	3,248,860	5,730,942
Program Staffing FTEs	28.50	30.00	28.70

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Operations

Function

Manage, operate and maintain the Pima County's urban park system that provides vital green space and vegetative buffers to developments and subdivisions while providing opportunities for the public to be physically and socially active. Provide lighted ball courts/fields, picnic areas/ramadas, and playgrounds for recreational and sports activities.

Description of Services

Manage, operate and maintain 39 parks with 84 ball fields (59 lighted) and coordinate with various sports organizations using our ball fields. Maintain reservable ramadas and 37 playgrounds to the American Standards for Testing and Materials (ASTM) standards and Consumer Product Safety Commission (CPSC) guidelines. Maintain the grounds of the downtown County Government Complex. Manage, operate and maintain the Loop path system of approximately 100 miles of paved paths including four river parks. Update, coordinate and implement a comprehensive division safety program.

Program Goals & Objectives

- Develop cyclic maintenance programs for asphalt pathways, parking lots and park entrance roads
- Develop capital replacement program for playground structures to ASTM standards and CPSC guidelines
- Remove graffiti at our parks within 72 hours at least 85% of the time
- Develop funded cyclic maintenance programs for the County's ball fields, buildings and other infrastructure
- Develop program to replace all outdated ball field lighting systems and replace with energy efficient "Dark Skies" friendly ball field lighting systems that are controlled by central control system
- Replace and/or renovate ball field bleachers so they are all to code
- Replace outdated and inefficient irrigation systems with more efficient and effective irrigation systems

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Paved miles of river parks, Urban Loop, and Sun Loop maintained	87	95	98
Ball fields operated and maintained	81	84	84
Lighted ball fields operated and maintained	56	59	59
Urban parks operated and maintained	38	39	39
Playgrounds operated, maintained and inspected	39	37	37

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	3,398,655	4,257,954	4,666,608
Operating Expenses	2,325,671	1,803,265	1,784,348
Capital Equipment > \$5,000	45,728	202,000	30,000
Total Program Expenditures	5,770,054	6,263,219	6,480,956

Program Funding by Source

Revenues

Licenses & Permits	1,725	600	600
Charges for Services	228,378	167,650	211,100
Miscellaneous Revenue	118,919	39,300	44,900
Operating Revenue Sub-Total	349,022	207,550	256,600
General Fund Support	5,419,727	6,030,669	6,199,356

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Operations

Net Operating Transfers In/(Out)	1,305	25,000	25,000
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	5,770,054	6,263,219	6,480,956
<hr/>			
<u>Program Staffing FTEs</u>	104.40	107.50	116.15

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 Pima Regional Trails System Master Plan (2011).

Description of Services

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 Pima Regional Trails System Master Plan. Manage recreation areas in residential subdivisions. Review and comment on state land applications, County rights-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 & Objectives

- Secure trail corridors, park land, and open space through the development review process
- Implement and periodically update the Pima Regional Trails 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Pima Regional Trails System Master Plan consistently and regularly applied	100%	100%	100%
Challenges to newly acquired public lands resolved assessed	100%	100%	100%
Management plans prepared for newly acquired public lands	yes	yes	yes
Public facilities designed on newly acquired open space properties	yes	yes	yes
Regional Trail concepts generated	100%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	166,213	184,850	206,110
Operating Expenses	97,251	434,650	735,150
Capital Equipment > \$5,000	10,407	-	-
Total Program Expenditures	273,871	619,500	941,260

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Planning

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	9	-	-
Operating Revenue Sub-Total	9	-	-
Investment Earnings	2,755	-	-
Miscellaneous Revenue	384,584	-	-
Other Special Revenue Sub-Total	387,339	-	-
General Fund Support	143,671	145,850	152,536
Net Operating Transfers In/(Out)	(84,663)	-	-
Fund Balance Decrease/(Increase)	(172,485)	473,650	788,724
Other Funding Sources	-	-	-
Total Program Funding	273,871	619,500	941,260
<u>Program Staffing FTEs</u>	3.00	2.00	3.00

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Recreation

Function

Operate recreation and community centers, swimming pools, art and leisure classes, Mike Jacob Sportspark, and shooting ranges. Operate all parks and recreation elements in Ajo, AZ. Provide permitting for special uses and field uses on NRPR properties.

Description of Services

Provide special interest classes, workshops, aquatics classes, 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 of joint-use facilities. Provide permitting for third-party special events and field rentals. 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 & 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 existing resources
- Identify and rectify facilities issues such as safety related problems at recreation sites
- Maintain clean and secure facilities
- Identify and repair all mechanical maintenance and building maintenance issues at recreation sites

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Recreation/community center participants	150,729	160,000	160,000
Aquatics program participants	127,769	130,000	130,000
Shooting range users	29,679	30,000	30,000
Volunteer hours	12,108	11,000	11,000
Staff safety training seminars held bi-annually and as needed	2	2	2
Accidents reported within two days	90%	90%	90%
Routine aquatics and building repairs completed within two weeks	90%	90%	90%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	3,256,163	3,299,290	3,364,352
Operating Expenses	1,124,302	1,045,895	1,027,195
Capital Equipment > \$5,000	4,725	-	20,000
Total Program Expenditures	4,385,190	4,345,185	4,411,547

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Charges for Services	558,309	504,100	475,250
Fines & Forfeits	181	-	-
Investment Earnings	(935)	-	-
Miscellaneous Revenue	87,379	96,600	95,700
Operating Revenue Sub-Total	644,934	600,700	570,950

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Recreation

General Fund Support	3,740,256	3,744,485	3,840,597
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u><u>4,385,190</u></u>	<u><u>4,345,185</u></u>	<u><u>4,411,547</u></u>
Program Staffing FTEs	<u>86.58</u>	<u>80.25</u>	<u>82.10</u>

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Special Projects/Trades Division

Function

Provide skilled technical services to maintain existing Natural Resources, Parks and Recreation (NRPR) parks, Pima County attractions, and related utility infrastructures. Build new parks, trail heads, utility infrastructures. Restore and repair existing parks. Perform activities related to the routine maintenance, enhancement, and repair of NRPR historic structures, utility infrastructures, and Natural Resources properties.

Description of Services

Provide skilled technical services for all NRPR properties throughout Pima County including fourteen recreation and fine arts centers, various open space properties and ranches, natural resources and preserves, nine public swimming pools, dog parks, NRPR parks, shooting ranges, various government and community buildings, Pima County attraction properties, and water works systems. Perform activities related to skilled technical services for NRPR properties including well monitoring, maintenance, and repairs, historic building maintenance and repairs, road maintenance and water system construction, maintenance, and repair. Provide skilled technical services for NRPR and other Pima County departments including Regional Flood Control District (RFCD), Office of Sustainability and Conservation (SUS), Pima County Department of Transportation (PCDOT), Regional Wastewater Reclamation Department (RWRD).

Program Goals & Objectives

- Provide skilled technical services for natural resources open space properties
 - Monitor and maintain water wells on NRPR properties
 - Provide skilled technical services at NRPR trailheads
- Provide skilled technical services at NRPR parks and Pima County attractions
 - Build, maintain, repair, and restore NRPR parks and other Pima County attractions
- Provide skilled technical services for other Pima County departments
 - Perform maintenance and repair work for other Pima County departments including RFCD, SUS, PCDOT and RWRD

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
NRPR properties and infrastructures built, maintained, repaired, or restored	68	70	71

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,653,769	737,017	1,092,992
Operating Expenses	514,031	334,744	277,254
Capital Equipment > \$5,000	8,005	-	-
Total Program Expenditures	2,175,805	1,071,761	1,370,246

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Charges for Services	-	1,000	1,000
Miscellaneous Revenue	7,003	-	-
Gain or Loss on Disposal of Assets	3,685	-	-
Operating Revenue Sub-Total	10,688	1,000	1,000
Miscellaneous Revenue	4,869	-	1,500
Other Special Revenue Sub-Total	4,869	-	1,500

Program Summary

Department: Natural Resources, Parks & Recreation

Program: Special Projects/Trades Division

General Fund Support	2,163,208	1,069,261	1,363,746
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(2,960)	1,500	4,000
Other Funding Sources	-	-	-
Total Program Funding	<u><u>2,175,805</u></u>	<u><u>1,071,761</u></u>	<u><u>1,370,246</u></u>
Program Staffing FTEs	30.50	31.00	30.00

School Superintendent

Expenditures: 3,550,270

FTEs 13.50

Revenues: 2,189,000

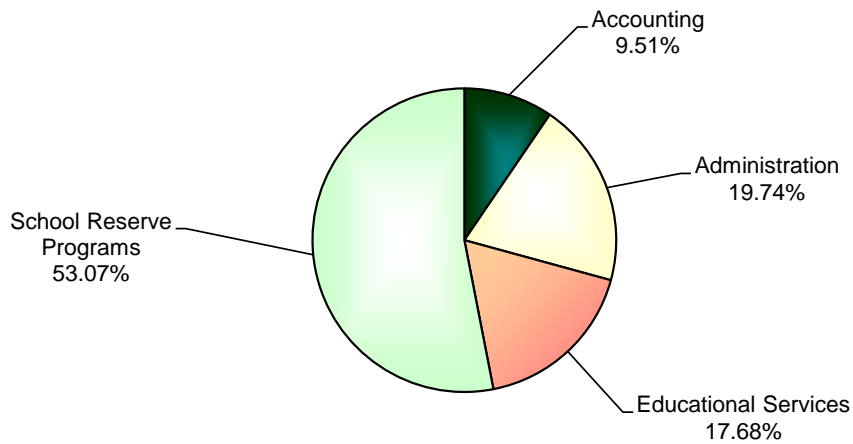
Function Statement:

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.

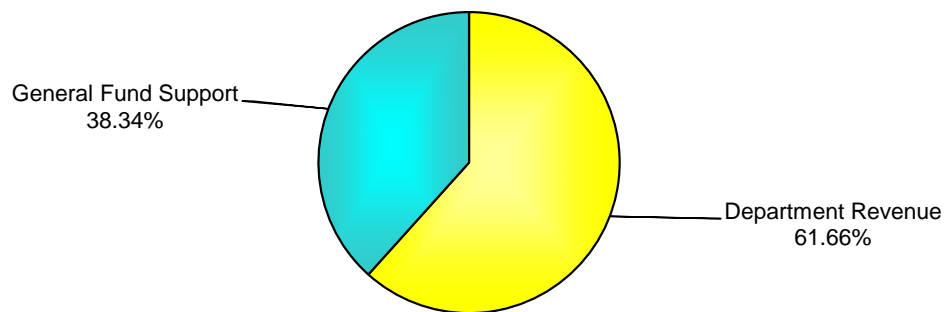
Mandates:

ARS Title 15: Education

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: School Superintendent

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Accounting	370,245	325,749	337,586
Administration	583,845	692,083	700,848
Educational Services	506,246	636,934	627,836
School Reserve Programs	2,179,853	1,836,000	1,884,000
Total Expenditures	<u>3,640,189</u>	<u>3,490,766</u>	<u>3,550,270</u>
<u>Funding by Source</u>			
Revenues			
Accounting	8	-	-
Administration	196,362	300,000	300,000
Educational Services	4,346	10,000	5,000
School Reserve Programs	1,845,051	1,836,000	1,884,000
Total Revenues	<u>2,045,767</u>	<u>2,146,000</u>	<u>2,189,000</u>
General Fund Support	1,259,620	1,344,766	1,361,270
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	334,802	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>3,640,189</u>	<u>3,490,766</u>	<u>3,550,270</u>
<u>Staffing (FTEs) by Program</u>			
Accounting	4.00	4.00	4.00
Administration	5.00	5.00	5.00
Educational Services	5.00	4.50	4.50
Total Staffing (FTEs)	<u>14.00</u>	<u>13.50</u>	<u>13.50</u>

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

Meet all statutory and regulatory requirements of Title 15 and other legal mandates on school budgets and finance. 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. Determine new and innovative methods to provide enhanced services to school districts on the management of their financial operations. Provide technical support to school districts who wish to modernize their accounting systems.

Program Goals & Objectives

- 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
- Ensure that all warrants drawn against a school district are properly authorized by the school district governing board
- Provide technical assistance on budgeting and finance to any school district in Pima County

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Accounting transactions	12,944,612	14,000,000	15,000,000
School district revenue collected	\$957,577,080	\$1,000,000,000	\$1,200,000,000
School district expenditures processed	\$604,014,491	\$645,000,000	\$670,000,000
School district warrants issued	65,849	71,000	73,000
School districts provided with budgeting/finance assistance	17	17	17

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	365,476	317,910	330,563
Operating Expenses	4,769	7,839	7,023
Total Program Expenditures	370,245	325,749	337,586

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Miscellaneous Revenue	8	-	-
Operating Revenue Sub-Total	8	-	-
General Fund Support	370,237	325,749	337,586
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	370,245	325,749	337,586

Program Staffing FTEs	4.00	4.00	4.00
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Program Summary

Department: School Superintendent

Program: Administration

Function

Administer legally mandated functions of the office required by Title 15, 16, and 19 of 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. Function as the program director for multi-district educational programs. Provide information technology support to rural school districts and special educational programs. Inform educators and families in Pima County about educational services, providers, and opportunities throughout the County. Direct or coordinate multi-district educational programs in Pima County for the benefit of educators, students, and families.

Program Goals & Objectives

- Record and maintain teaching certificates for all certificated individuals in Pima County
- Appoint replacement governing board members as needed and perform other legal or mandatory functions as required by law
- Perform all legal/regulatory mandated services related to regular and special elections that are required of Arizona county school superintendents

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Certifications for teachers/administrators maintained	51,238	52,000	54,000
Governing Board members appointed	7	3	3
School district special elections conducted	14	16	7

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	338,024	341,906	354,041
Operating Expenses	245,821	350,177	346,807
Total Program Expenditures	583,845	692,083	700,848

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Miscellaneous Revenue	196,362	300,000	300,000
Operating Revenue Sub-Total	196,362	300,000	300,000
General Fund Support	387,483	392,083	400,848
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	583,845	692,083	700,848

Program Staffing FTEs	5.00	5.00	5.00
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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, and create links to various 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 & Objectives

- Lead collaborative efforts between governments and community, non-profit, and educational organizations in Pima County in developing comprehensive programs to assist public schools to better serve all students
 - Ensure proper tracking of homeschool and private school data for children in Pima County
-

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Special programs developed and coordinated	17	20	18
Home school children tracked	517	625	700
Private school children tracked	825	900	950

<u>Program Expenditures by Object</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Personnel Services	244,411	377,334	362,370
Operating Expenses	261,835	259,600	265,466
Total Program Expenditures	506,246	636,934	627,836

Program Funding by Source

<u>Revenues</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Miscellaneous Revenue	4,346	10,000	5,000
Operating Revenue Sub-Total	4,346	10,000	5,000
General Fund Support	501,900	626,934	622,836
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	506,246	636,934	627,836

<u>Program Staffing FTEs</u>	5.00	4.50	4.50
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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. This is the combination of two programs, Pima Accommodation District and Pima Special Programs.

Description of Services

Provide students with access to public education and provide instruction to students to meet the Arizona Academic Standards, as required by A.R.S. 15-802. 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. Develop service programs for underserved school districts, charter schools, and other educational institutions in Pima County or on a multi-county level. 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). 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.

Program Goals & Objectives

- Provide educational services to students considered at-risk, incarcerated, or with special needs in the County juvenile and adult detention facilities
 - 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 multi-agency and multi-county programs
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Juvenile detention students served	41	34	45
County jail students served	32	33	34
Students transported from Mt. Lemmon to Tanque Verde Unified School District	2	3	3
Students transported from Lukeville to Ajo Unified School District	76	76	65
Special programs operated	17	20	18

Program Summary

Department: School Superintendent
Program: School Reserve Programs

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Operating Expenses	2,179,853	1,836,000	1,884,000
Total Program Expenditures	2,179,853	1,836,000	1,884,000
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	1,845,051	-	-
Operating Revenue Sub-Total	1,845,051	-	-
Intergovernmental	-	1,536,000	1,584,000
Miscellaneous Revenue	-	300,000	300,000
Grant Revenue Sub-Total	-	1,836,000	1,884,000
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	334,802	-	-
Other Funding Sources	-	-	-
Total Program Funding	2,179,853	1,836,000	1,884,000

Stadium District

Expenditures: 5,398,439

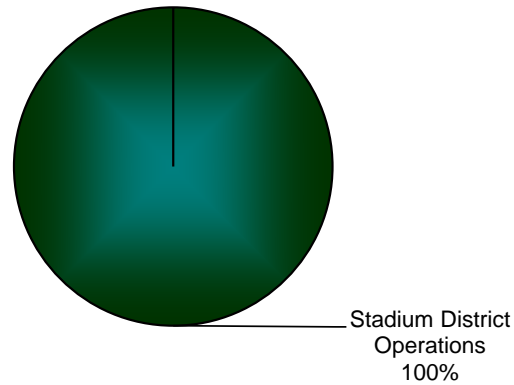
FTEs 42.00

Revenues: 2,428,275

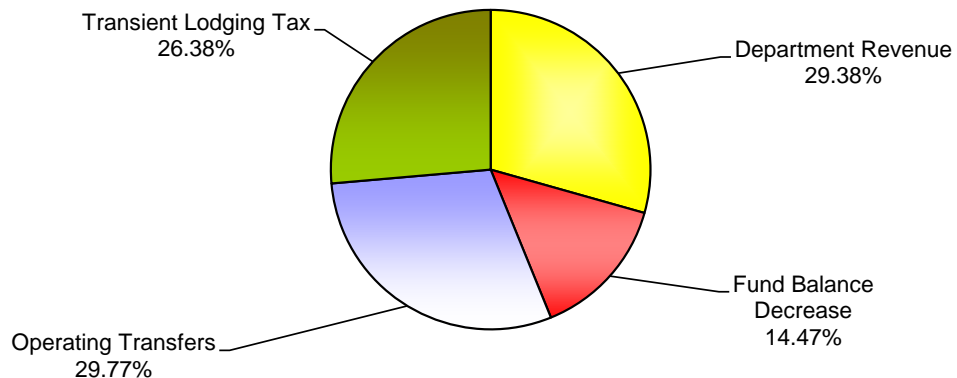
Function Statement: Provide family entertainment for Pima County residents through sports recreation and community events. Continue to develop relationships with professional sports organizations that will have a positive impact on the community and the local economy.

Mandates: ARS Title 48, Chapter 26: Stadium Districts

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Stadium District

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Stadium District Operations	4,691,466	5,209,619	5,398,439
Total Expenditures	<u>4,691,466</u>	<u>5,209,619</u>	<u>5,398,439</u>
<u>Funding by Source</u>			
Revenues			
Stadium District Operations	2,486,093	2,504,162	2,428,275
Total Revenues	<u>2,486,093</u>	<u>2,504,162</u>	<u>2,428,275</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	2,630,097	1,739,664	1,774,067
Fund Balance Decrease/(Increase)	(424,724)	965,793	1,196,097
Other Funding Sources	-	-	-
Total Program Funding	<u>4,691,466</u>	<u>5,209,619</u>	<u>5,398,439</u>
<u>Staffing (FTEs) by Program</u>			
Stadium District Operations	40.18	44.75	42.00
Total Staffing (FTEs)	<u>40.18</u>	<u>44.75</u>	<u>42.00</u>

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 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, and 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 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 & 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
- Ensure landscapes and fields are safe and maintained at the highest quality in an efficient manner
 - Use productivity standards assigned to the various tasks 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Non-sports related community events scheduled	12	12	10
Irrigation efficiency levels met	95%	95%	95%
Productivity standards levels met	85%	85%	85%
Capital replacement target met	85%	85%	85%

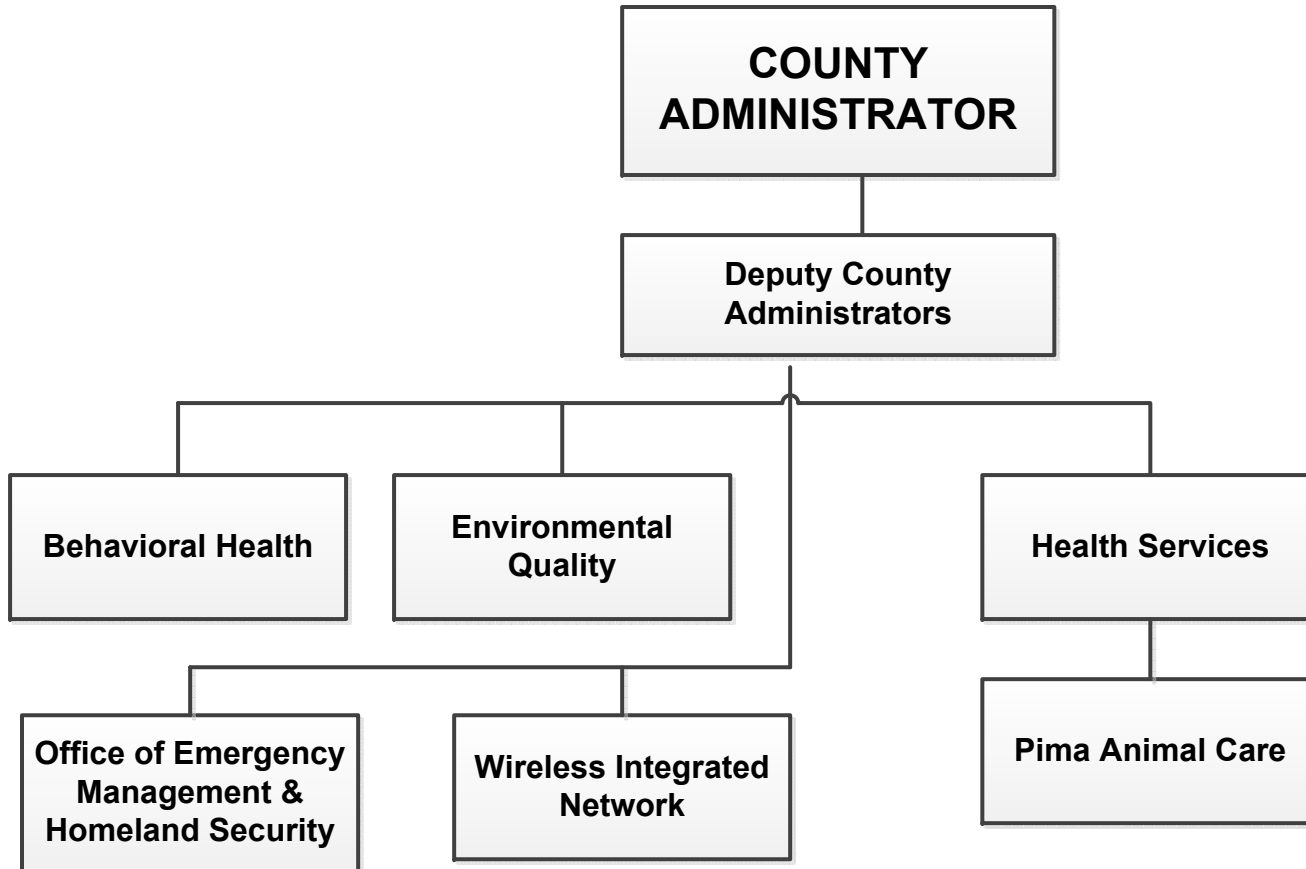
Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,985,641	2,329,497	2,362,839
Operating Expenses	2,497,912	2,607,622	2,695,600
Capital Equipment > \$5,000	207,913	272,500	340,000
Total Program Expenditures	4,691,466	5,209,619	5,398,439

Program Summary

Department: Stadium District
Program: Stadium District Operations

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	1,521,396	1,563,000	1,620,000
Charges for Services	958,218	931,162	803,275
Investment Earnings	4,826	10,000	5,000
Miscellaneous Revenue	1,653	-	-
Operating Revenue Sub-Total	2,486,093	2,504,162	2,428,275
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	2,630,097	1,739,664	1,774,067
Fund Balance Decrease/(Increase)	(424,724)	965,793	1,196,097
Other Funding Sources	-	-	-
Total Program Funding	4,691,466	5,209,619	5,398,439
<u>Program Staffing FTEs</u>	40.18	44.75	42.00

HEALTH SERVICES ORGANIZATION CHART



SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Expenditures
HEALTH SERVICES			
Behavioral Health			
Behavioral Health	10,252,864	784,314	11,037,178
Health Mandates	13,818,064	-	13,818,064
Research & Planning	15,000,000	-	15,000,000
Restoration to Competency	1,706,822	-	1,706,822
Total Behavioral Health	40,777,750	784,314	41,562,064
Environmental Quality			
Administration	-	379,687	379,687
Air	-	2,429,425	2,429,425
Communications and Outreach	-	192,000	192,000
Enforcement	-	315,533	315,533
Solid Waste Management	1,435,111	-	1,435,111
Tire Recycling Program	-	1,308,000	1,308,000
Water and Waste	-	862,758	862,758
Total Environmental Quality	1,435,111	5,487,403	6,922,514
Health			
Chief Medical Officer	-	986,460	986,460
Clinical & Nutritional Services	-	8,648,079	8,648,079
Community Health Services	-	7,087,786	7,087,786
Community Surveillance & Investigation	-	4,505,948	4,505,948
Director	-	943,493	943,493
Pima Animal Care Center	-	9,861,852	9,861,852
Records & Administration	-	4,631,913	4,631,913
Total Health	-	36,665,531	36,665,531
Ofc of Emergency Mgmt & Homeland Security			
Emergency Mgt/Homeland Security	400,303	2,296,079	2,696,382
Total Ofc of Emergency Mgmt & Homeland Security	400,303	2,296,079	2,696,382
Wireless Integrated Network			
Wireless Integrated Network	-	2,230,430	2,230,430
Total Wireless Integrated Network	-	2,230,430	2,230,430
TOTAL HEALTH SERVICES	42,613,164	47,463,757	90,076,921

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Revenues
HEALTH SERVICES			
Behavioral Health			
Behavioral Health	-	784,314	784,314
Health Mandates	69,765	-	69,765
Total Behavioral Health	69,765	784,314	854,079
Environmental Quality			
Administration	-	15,870	15,870
Air	-	1,944,056	1,944,056
Communications and Outreach	-	192,000	192,000
Enforcement	-	7,700	7,700
Tire Recycling Program	-	1,108,000	1,108,000
Water and Waste	-	851,460	851,460
Total Environmental Quality	-	4,119,086	4,119,086
Health			
Clinical & Nutritional Services	-	4,577,101	4,577,101
Community Health Services	-	3,715,083	3,715,083
Community Surveillance & Investigation	-	3,186,550	3,186,550
Pima Animal Care Center	-	7,175,228	7,175,228
Records & Administration	-	1,873,000	1,873,000
Total Health	-	20,526,962	20,526,962
Ofc of Emergency Mgmt & Homeland Security			
Emergency Mgt/Homeland Security	-	1,756,549	1,756,549
Total Ofc of Emergency Mgmt & Homeland Security	-	1,756,549	1,756,549
Wireless Integrated Network			
Wireless Integrated Network	-	2,907,686	2,907,686
Total Wireless Integrated Network	-	2,907,686	2,907,686
TOTAL HEALTH SERVICES	69,765	30,094,597	30,164,362

SUMMARY OF FULL TIME EQUIVALENTS BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total FTEs
HEALTH SERVICES			
Behavioral Health			
Behavioral Health	7.00	-	7.00
Restoration to Competency	6.00	-	6.00
Total Behavioral Health	13.00	-	13.00
Environmental Quality			
Administration	-	5.00	5.00
Air	-	18.00	18.00
Communications and Outreach	-	2.00	2.00
Enforcement	-	6.00	6.00
Solid Waste Management	3.00	-	3.00
Water and Waste	-	8.00	8.00
Total Environmental Quality	3.00	39.00	42.00
Health			
Chief Medical Officer	-	13.00	13.00
Clinical & Nutritional Services	-	105.00	105.00
Community Health Services	-	78.00	78.00
Community Surveillance & Investigation	-	56.00	56.00
Director	-	11.00	11.00
Pima Animal Care Center	-	95.00	95.00
Records & Administration	-	31.00	31.00
Total Health	-	389.00	389.00
Ofc of Emergency Mgmt & Homeland Security			
Emergency Mgt/Homeland Security	2.50	6.00	8.50
Total Ofc of Emergency Mgmt & Homeland Security	2.50	6.00	8.50
Wireless Integrated Network			
Wireless Integrated Network	-	2.00	2.00
Total Wireless Integrated Network	-	2.00	2.00
TOTAL HEALTH SERVICES	18.50	436.00	454.50

Behavioral Health

Expenditures: 41,562,064

FTEs 13.00

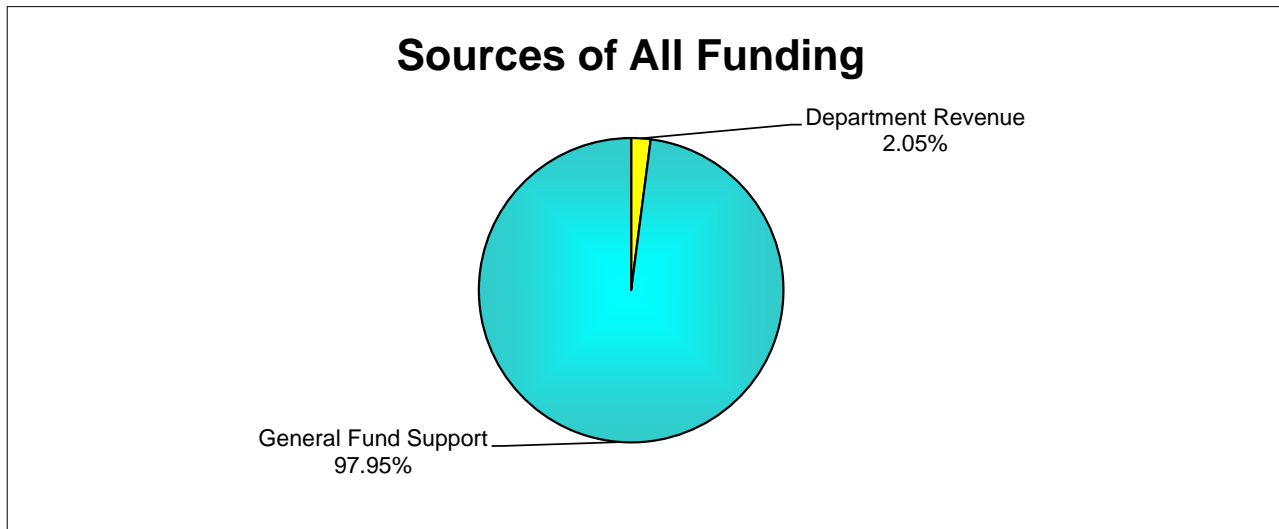
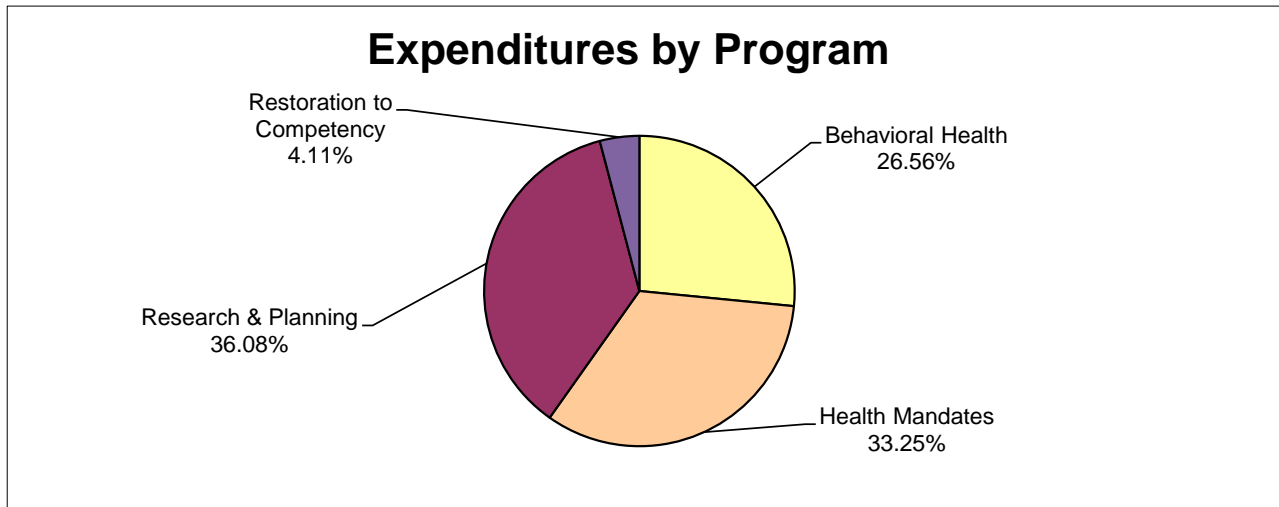
Revenues: 854,079

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 Banner - University 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



Department Summary by Program

Department: Behavioral Health

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Behavioral Health	8,170,466	11,011,798	11,037,178
Health Mandates	12,001,221	13,827,948	13,818,064
Research & Planning	16,286,307	12,625,918	15,000,000
Restoration to Competency	542,093	1,692,609	1,706,822
Total Expenditures	<u>37,000,087</u>	<u>39,158,273</u>	<u>41,562,064</u>
<u>Funding by Source</u>			
Revenues			
Behavioral Health	114,828	780,956	784,314
Health Mandates	107,960	69,765	69,765
Research & Planning	75,000	125,918	-
Restoration to Competency	200,000	-	-
Total Revenues	<u>497,788</u>	<u>976,639</u>	<u>854,079</u>
General Fund Support	36,496,335	38,181,634	40,707,985
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	5,964	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>37,000,087</u>	<u>39,158,273</u>	<u>41,562,064</u>
<u>Staffing (FTEs) by Program</u>			
Behavioral Health	3.00	7.00	7.00
Restoration to Competency	6.00	6.00	6.00
Total Staffing (FTEs)	<u>9.00</u>	<u>13.00</u>	<u>13.00</u>

Program Summary

Department: Behavioral Health

Program: Behavioral Health

Function

Fund and administer the County's payments to behavioral health systems; administer and fund the County's responsibilities related to involuntary commitment statutes with the goal of reducing County liability and safeguarding patient rights.

Description of Services

Administer the County's program to fund involuntary commitment services.

Pay the County's mandated payments to the state Seriously Mentally Ill (SMI) system pursuant to ARS 11 297.A.2., as well as the County's mandated payments regarding Sexually Violent Persons (SVP) pursuant to the Arizona Community Protection and Treatment Center (ACPTC) program.

Program Goals & Objectives

- Emphasize better coordination of care and diversion out of the involuntary commitment process by analyzing data and trends and working with community partners and local providers to streamline related processes and divert inappropriate referrals to the involuntary commitment process

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Timely processing of mandated payments to state	12	12	12
Concurrent Utilization Management on involuntary commitment patients	n/a	n/a	100%

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	373,469	685,833	752,342
Operating Expenses	7,796,997	10,325,965	10,284,836
Total Program Expenditures	<u>8,170,466</u>	<u>11,011,798</u>	<u>11,037,178</u>
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	114,828	780,956	784,314
Grant Revenue Sub-Total	<u>114,828</u>	<u>780,956</u>	<u>784,314</u>
General Fund Support	8,060,982	10,230,842	10,252,864
Net Operating Transfers In/(Out)	(11,308)	-	-
Fund Balance Decrease/(Increase)	5,964	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>8,170,466</u>	<u>11,011,798</u>	<u>11,037,178</u>

<u>Program Staffing FTEs</u>	3.00	7.00	7.00
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Program Summary

Department: Behavioral Health

Program: Health Mandates

Function

Fund and administer the County's contributions to State health programs. Fund and administer the County's contracts for correctional health care and forensic examination mandates. Adjudicate correctional health care claims to minimize County liability.

Description of Services

Pay the County's contribution to AHCCCS; contract for and fund provision of the County's mandated responsibilities for forensic evidence collection and provision of correctional health care services to those detained at the Pima County Adult and Juvenile Detention facilities; adjudicate correctional health care claims to limit County liability by diverting to other potential payers and contracting with AHCCCS for Federal Financial Participation on eligible claims.

Program Goals & Objectives

- Avoid sanctions and penalties through timely payment of the County's contributions to state healthcare delivery systems
- Limit County liability by aggressively adjudicating correctional health care claims for appropriate payment
- Ensure compliance with mandates regarding collection of forensic evidence in cases of abuse or sexual assault through contracts with local agencies
- Ensure effective and efficient provision of mandated health services to detainees at the Pima County Adult and Juvenile Detention facilities through contract audit and supervision

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Monthly review of forensic exam services contracts and payments	24	24	24
Timely payments of County AHCCCS contributions	11	11	12
Monthly audits on contract staffing levels in correctional healthcare contract	12	12	12
Performance Indicators and other Liquidated Damages are examined for assessment on a monthly basis.	12	12	12

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Program Expenditures by Object</u>			
Operating Expenses	12,001,221	13,827,948	13,818,064
Total Program Expenditures	<u>12,001,221</u>	<u>13,827,948</u>	<u>13,818,064</u>
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	107,960	69,765	69,765
Operating Revenue Sub-Total	<u>107,960</u>	<u>69,765</u>	<u>69,765</u>
General Fund Support	11,893,261	13,758,183	13,748,299
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>12,001,221</u>	<u>13,827,948</u>	<u>13,818,064</u>

Program Summary

Department: Behavioral Health
Program: Research & Planning

Function

Administer the County's IGA with Arizona Board of Regents (ABOR) on behalf of Banner University Medical Center South Campus (formerly University Physicians Healthcare Hospital) for the lease and operation of University Medical Center South Campus (previously UPH Hospital, previously Kino Community Hospital).

Description of Services

Monitor and/or audit the lease contract between Pima County and ABOR for compliance to terms of the lease and related payments, and support of hospital inventory functions for the Behavioral Health Pavilion.

Program Goals & Objectives

- Ensure compliance with terms of the lease contract between Pima County and ABOR including related payments and inventory functions
- 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 pursuant to the terms of the lease agreement to ensure the availability of a range of hospital services on Tucson's south side

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Contractor submits financial and narrative reports on a timely basis per lease agreement	yes	yes	yes
Payments to contractors are made on a timely basis	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

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	21,035	124,918	-
Operating Expenses	16,265,272	12,501,000	15,000,000
Total Program Expenditures	16,286,307	12,625,918	15,000,000

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Miscellaneous Revenue	75,000	125,918	-
Grant Revenue Sub-Total	75,000	125,918	-
General Fund Support	16,199,999	12,500,000	15,000,000
Net Operating Transfers In/(Out)	11,308	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	16,286,307	12,625,918	15,000,000

Program Summary

Department: Behavioral Health
Program: Restoration to Competency

Function

Administer the County's responsibility for grant-related services related to Second Chance Re-entry in collaboration with Pima County Adult Detention Center (PCADC) and Old Pueblo Foundation, as awarded by the Bureau of Justice Affairs.

Description of Services

Administer the County's responsibility for grant-related services related to Second Chance Re-entry in collaboration with PCADC and Old Pueblo Foundation, as awarded by the Bureau of Justice Affairs, including auditing of subcontractor reports and expenditures, acting as fiscal intermediary for the grant, and working with Grants Management for compliance with County and federal grant reporting requirements.

Program Goals & Objectives

- Ensure that Second Chance Re-entry services are provided through Old Pueblo Foundation consistent with Bureau of Justice Affairs requirements and grant award terms
- Work collaboratively with Pima County Grants Management to ensure compliance with County and Federal grant reporting requirements

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Fewer than one Return to Competency patients per month referred to Arizona State Hospital	yes	yes	yes
Timely payment made for out of custody Return to Competency services	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Personnel Services	435,555	544,034	594,259
Operating Expenses	106,538	1,148,575	1,112,563
Total Program Expenditures	542,093	1,692,609	1,706,822

<u>Program Funding by Source</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Revenues			
Intergovernmental	200,000	-	-
Operating Revenue Sub-Total	200,000	-	-
General Fund Support	342,093	1,692,609	1,706,822
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	542,093	1,692,609	1,706,822

Program Staffing FTEs	6.00	6.00	6.00
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Environmental Quality

Expenditures: 6,922,514

FTEs 42.00

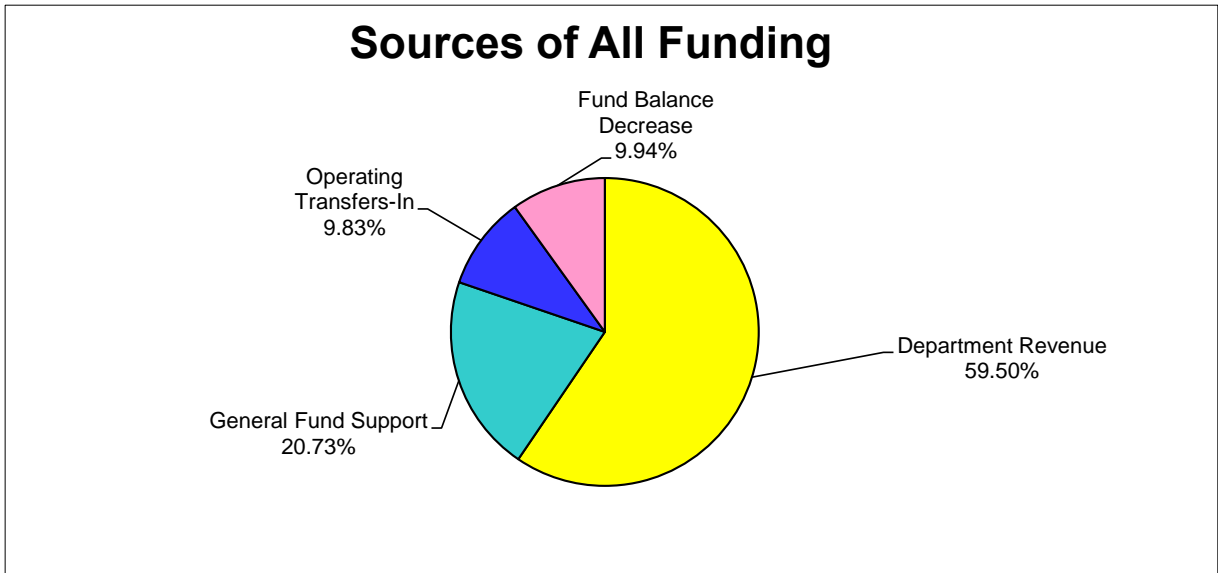
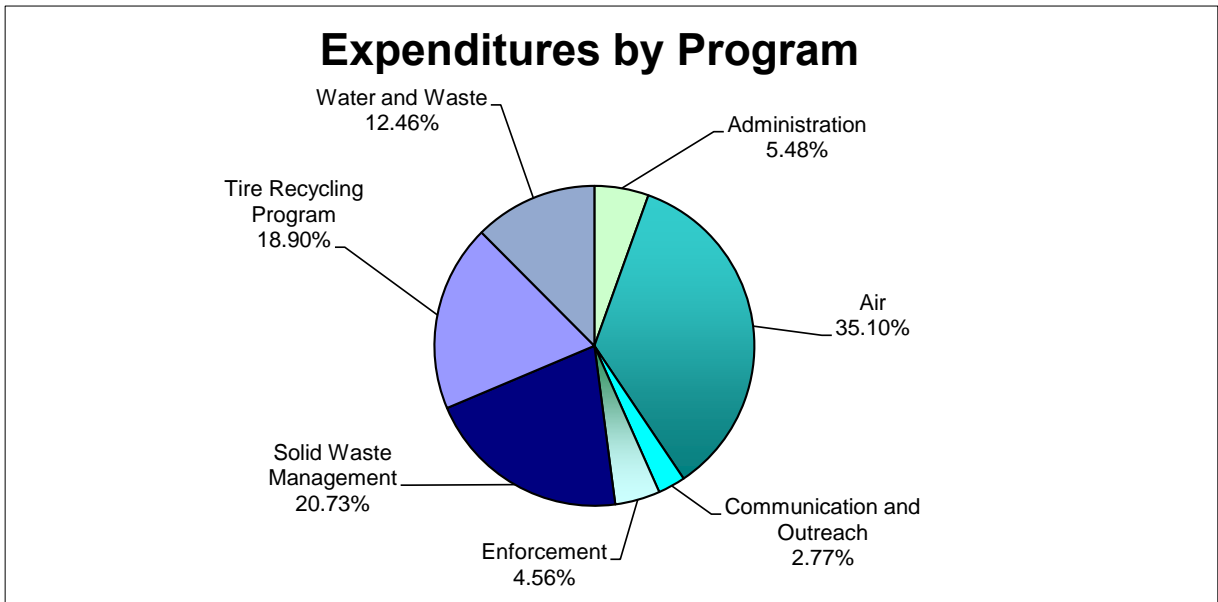
Revenues: 4,119,086

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. Solid Waste Management, Tire Program Management, and Wildcat Dumping Program have been added to the Environmental Quality Department.

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; Title 49, Chapter 881, Administrative Rules R-18-13-201 through R18-13-2703; 40 CFR 258.1 through 258.75, Appendix I and Appendix II



Department Summary by Program

Department: Environmental Quality

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Administration	1,757	782	379,687
Air	2,035,468	2,817,531	2,429,425
Communications and Outreach	244,200	65,156	192,000
Enforcement	278,299	252,600	315,533
Solid Waste Management	1,285,858	1,430,861	1,435,111
Tire Recycling Program	1,112,775	1,308,000	1,308,000
Water and Waste	718,301	880,366	862,758
Total Expenditures	<u>5,676,658</u>	<u>6,755,296</u>	<u>6,922,514</u>
<u>Funding by Source</u>			
Revenues			
Administration	13,380	15,000	15,870
Air	1,932,855	2,262,919	1,944,056
Communications and Outreach	217,872	192,000	192,000
Enforcement	7,702	7,050	7,700
Solid Waste Management	12,052	-	-
Tire Recycling Program	1,241,032	1,108,000	1,108,000
Water and Waste	825,508	791,850	851,460
Total Revenues	<u>4,250,401</u>	<u>4,376,819</u>	<u>4,119,086</u>
General Fund Support	1,278,076	1,430,861	1,435,111
Net Operating Transfers In/(Out)	218,493	628,885	680,470
Fund Balance Decrease/(Increase)	(70,312)	318,731	687,847
Other Funding Sources	-	-	-
Total Program Funding	<u>5,676,658</u>	<u>6,755,296</u>	<u>6,922,514</u>
<u>Staffing (FTEs) by Program</u>			
Administration	5.00	5.00	5.00
Air	21.83	22.00	18.00
Communications and Outreach	2.88	3.00	2.00
Enforcement	6.00	7.00	6.00
Solid Waste Management	3.00	3.00	3.00
Water and Waste	6.73	5.00	8.00
Total Staffing (FTEs)	<u>45.44</u>	<u>45.00</u>	<u>42.00</u>

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 & Objectives

- Provide for the timely, efficient, and cost effective delivery of departmental services
 - Have knowledgeable and professional employees
 - Develop and improve new and existing processes to meet customers' needs

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Training and development plans updated for all employees	100%	100%	100%
Monthly briefings of department finances and revenue	yes	yes	yes

<u>Program Expenditures by Object</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Personnel Services	470,834	780	407,061
Operating Expenses	(469,077)	2	(27,374)
Total Program Expenditures	<u>1,757</u>	<u>782</u>	<u>379,687</u>

<u>Program Funding by Source</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Revenues			
Investment Earnings	13,369	15,000	13,370
Miscellaneous Revenue	11	-	2,500
Operating Revenue Sub-Total	<u>13,380</u>	<u>15,000</u>	<u>15,870</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(32,670)	-	-
Fund Balance Decrease/(Increase)	21,047	(14,218)	363,817
Other Funding Sources	-	-	-
Total Program Funding	<u>1,757</u>	<u>782</u>	<u>379,687</u>

<u>Program Staffing FTEs</u>	5.00	5.00	5.00
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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 & Objectives

- Maintain and protect the air quality of Pima County through research and regulation
 - Meet the National Ambient Air Quality Standards (NAAQS) for air pollutants
 - Meet or exceed the required air monitoring data recovery rate of 75%

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Air monitoring sites operational	42	41	40
Average air monitoring data recovery rate	98%	98%	98%
Stationary source inspections	75	100	110
Stationary source permits issued with revisions	116	90	60
Activity permits issued	326	330	330

<u>Program Expenditures by Object</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Personnel Services	1,131,485	2,013,907	1,574,570
Operating Expenses	776,495	655,432	751,333
Capital Equipment > \$5,000	127,488	148,192	103,522
Total Program Expenditures	2,035,468	2,817,531	2,429,425

Program Funding by Source

<u>Revenues</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Licenses & Permits	1,314,156	1,591,000	1,314,160
Fines & Forfeits	420	-	-
Miscellaneous Revenue	3,276	-	2,450
Operating Revenue Sub-Total	1,317,852	1,591,000	1,316,610
Intergovernmental	615,003	671,919	627,446
Grant Revenue Sub-Total	615,003	671,919	627,446
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	435,808	409,671	434,955
Fund Balance Decrease/(Increase)	(333,195)	144,941	50,414
Other Funding Sources	-	-	-
Total Program Funding	2,035,468	2,817,531	2,429,425

<u>Program Staffing FTEs</u>	21.83	22.00	18.00
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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 regarding mandated air quality, water quality, and waste reduction activities.

Program Goals & 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
- Encourage waste reduction and recycling through community outreach and education events
- Encourage use of Pima County DEQ webpages for information on environmental protection

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Community education events instituted	125	110	110
Informational materials distributed	50,000	45,000	45,000
PDEQ website page views	60,000	60,000	60,000

<u>Program Expenditures by Object</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Personnel Services	132,038	93,625	105,375
Operating Expenses	112,162	(28,469)	86,625
Total Program Expenditures	244,200	65,156	192,000

Program Funding by Source

<u>Revenues</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Intergovernmental	217,872	192,000	192,000
Grant Revenue Sub-Total	217,872	192,000	192,000
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	74	-	-
Fund Balance Decrease/(Increase)	26,254	(126,844)	-
Other Funding Sources	-	-	-
Total Program Funding	244,200	65,156	192,000

<u>Program Staffing FTEs</u>	2.88	3.00	2.00
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Program Summary

Department: Environmental Quality

Program: Enforcement

Function

Enforce federal, state, and local air quality, water quality, and solid waste enforcement regulations within Pima County.

Description of Services

Develop and conduct enforcement activities for air quality, water quality, and solid waste. Perform enforcement activities including: tracking all violations; recommending, developing, and executing settlement agreements and consent orders; 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 & Objectives

- Investigate instances of illegal dumping in Pima County
- Initiate clean up and remediation on public lands affected by illegal dumping

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Illegal dumping sites investigated	370	350	375
Illegal waste removed from public lands (tons)	50	30	50

<u>Program Expenditures by Object</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Personnel Services	209,442	191,433	250,454
Operating Expenses	68,857	61,167	65,079
Total Program Expenditures	278,299	252,600	315,533

<u>Program Funding by Source</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Revenues			
Miscellaneous Revenue	7,702	7,050	7,700
Operating Revenue Sub-Total	7,702	7,050	7,700
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	245,519	245,515	245,515
Fund Balance Decrease/(Increase)	25,078	35	62,318
Other Funding Sources	-	-	-
Total Program Funding	278,299	252,600	315,533

<u>Program Staffing FTEs</u>	<u>6.00</u>	<u>7.00</u>	<u>6.00</u>

Program Summary

Department: Environmental Quality
Program: Solid Waste Management

Function

Plan, manage, and perform solid waste compliance, closure, temporary closure and remediation activities. Comply with all environmental monitoring requirements for various permits. Remediation includes investigation, design, and construction for remedial activities associated with waste sites.

Description of Services

Ensure Pima County solid waste facilities are operated in accordance with environmental requirements and permit conditions. Manage the contract with the County solid waste operator, Tucson Recycling and Waste Service (TRWS). Conduct required environmental compliance activities at County solid waste facilities. Manage County response to Arizona Department of Environmental Quality Superfund/Water Quality Assurance Revolving Fund activities, including environmental studies, monitoring and reporting at historic waste sites.

(Note: The history of fiscal year 2014/15 includes the Solid Waste special revenue fund. Beginning fiscal year 2014/15, Solid Waste Management is in the General Fund.)

Program Goals & Objectives

- Provide the mandated solid waste disposal facilities for county residents and businesses while maintaining environmental compliance with permit conditions
 - Perform remedial activities when necessary at historical sites
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Operating landfills	3	2	1
Operating transfer stations	2	3	3
Remediation landfills	2	2	2
Landfills in closure process	0	1	0
Landfills temporarily closed	1	1	1
Water wells sampled/monitored/maintained/reported	11	11	11
Leachate wells monitored/maintained	10	10	10
Landfill gas probes monitored/maintained/reported	54	54	54
Percent of ADEQ inspection compliance	100%	100%	100%
Percent of annual reports submitted to ADEQ	100%	100%	100%
Percent of air quality permit inspection compliance	100%	100%	100%
Percent of stormwater permit compliance	100%	100%	100%

Program Summary

Department: Environmental Quality
Program: Solid Waste Management

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	288,717	284,625	314,109
Operating Expenses	997,141	1,146,236	1,121,002
Total Program Expenditures	1,285,858	1,430,861	1,435,111
<u>Program Funding by Source</u>			
Revenues			
Investment Earnings	232	-	-
Miscellaneous Revenue	884	-	-
Gain or Loss on Disposal of Assets	10,936	-	-
Operating Revenue Sub-Total	12,052	-	-
General Fund Support	1,278,076	1,430,861	1,435,111
Net Operating Transfers In/(Out)	(383,771)	-	-
Fund Balance Decrease/(Increase)	379,501	-	-
Other Funding Sources	-	-	-
Total Program Funding	1,285,858	1,430,861	1,435,111
<u>Program Staffing FTEs</u>	3.00	3.00	3.00

Program Summary

Department: Environmental Quality
Program: Tire Recycling Program

Function

Compliance with A.R.S. Title 44, Article 8, Waste Tire Disposal.

Description of Services

Provide the residents and businesses in Pima County with a facility where they may dispose of (recycle) their waste tires. The program is supported through a recycling fee on the sale of new tires collected by the State and distributed back to the counties to operate the facilities. The Department of Environmental Quality, Solid Waste Management Division, has tire collection bins at two Pima County Solid Waste landfills and two transfer stations specifically for residential disposal of up to five waste tires annually. Businesses must dispose of their waste tires at the Pima County Waste Tire Collection Site operated under contract by CRM of America at the temporarily closed Pima County Ina Road Construction Debris Landfill. Residents also dispose of tires at this location. Ajo businesses and residents may dispose of tires in the collection bins at the Ajo, AZ landfill. Pima County has a long term contract with CRM of America, a crumb rubber manufacturer, to operate the waste tire collection site and recycle the waste tires.

Program Goals & Objectives

- Provide long term waste tire recycling through the continued renewal of CRM contact options through 2028

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Waste tires received	759,336	760,000	760,000
Waste tires recycled	759,189	760,000	760,000
ADEQ inspection compliance	100%	100%	100%
Annual reports submitted to ADEQ	100%	100%	100%
Registered tire collection sites	5	5	5

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	18,200	8,531	11,531
Operating Expenses	1,094,575	1,299,469	1,296,469
Total Program Expenditures	1,112,775	1,308,000	1,308,000

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Intergovernmental	1,160,603	1,100,000	1,100,000
Investment Earnings	5,684	8,000	8,000
Gain or Loss on Disposal of Assets	74,745	-	-
Operating Revenue Sub-Total	1,241,032	1,108,000	1,108,000
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(128,257)	200,000	200,000
Other Funding Sources	-	-	-
Total Program Funding	1,112,775	1,308,000	1,308,000

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 & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Septic site suitability and final inspections performed	315	350	350
Water and wastewater plans reviewed	238	225	225
Plans reviewed within licensing timeframe	100%	100%	100%
Required number of samples obtained for storm water events	100%	100%	100%
Private wells in superfund area tested to meet funding conditions	4	7	7
Resource Conservation and Recovery Act inspections	25	45	50
Sanitary surveys conducted	50	50	50

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	451,961	743,519	659,780
Operating Expenses	266,340	136,847	202,978
Total Program Expenditures	718,301	880,366	862,758

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Licenses & Permits	823,860	774,700	833,950
Intergovernmental	-	16,110	-
Miscellaneous Revenue	1,648	1,040	17,510
Operating Revenue Sub-Total	825,508	791,850	851,460
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(46,467)	(26,301)	-
Fund Balance Decrease/(Increase)	(60,740)	114,817	11,298
Other Funding Sources	-	-	-

Program Summary

Department: Environmental Quality

Program: Water and Waste

Total Program Funding	<u>718,301</u>	<u>880,366</u>	<u>862,758</u>
<u>Program Staffing FTEs</u>	6.73	5.00	8.00

Health

Expenditures: 36,665,531

Revenues: 20,526,962

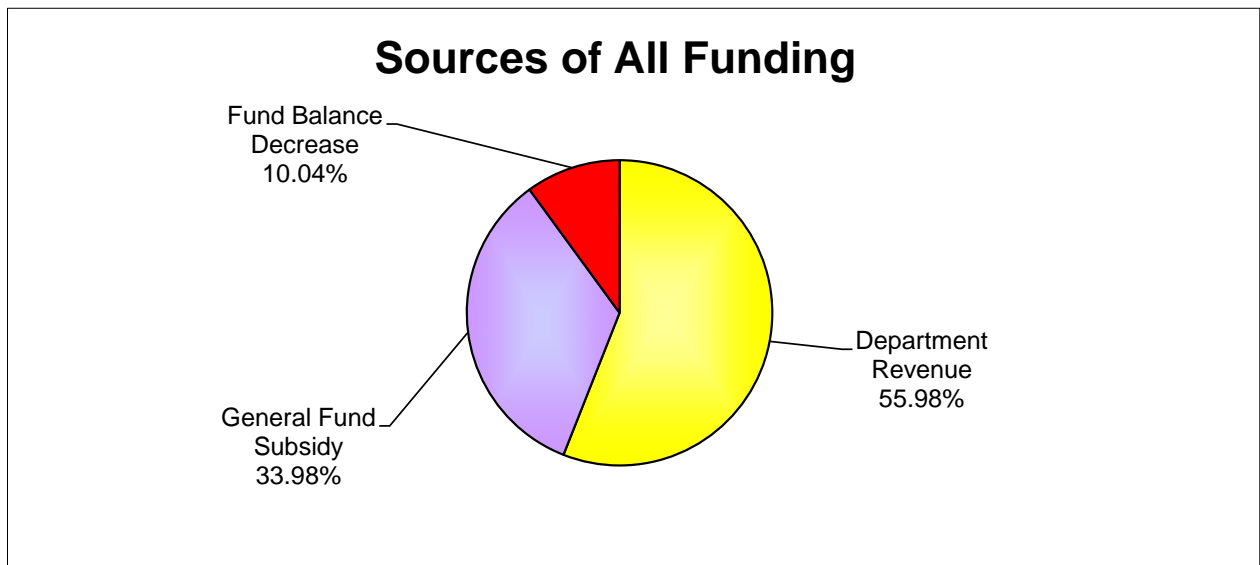
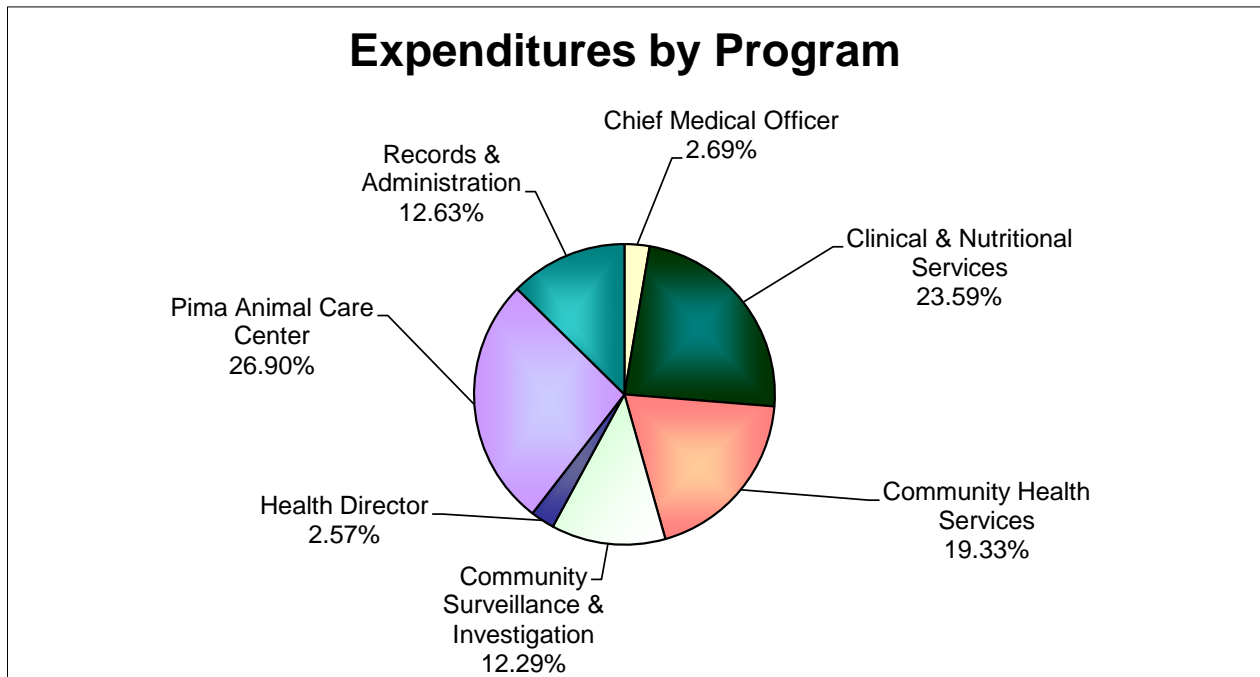
FTEs 389.00

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



Department Summary by Program

Department: **Health**

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Expenditures by Program</u>			
Chief Medical Officer	1,308,123	1,551,068	986,460
Clinical & Nutritional Services	7,049,845	8,333,818	8,648,079
Community Health Services	6,566,749	6,942,630	7,087,786
Community Surveillance & Investigation	4,010,716	4,320,411	4,505,948
Director	500,011	983,389	943,493
Pima Animal Care Center	8,951,807	8,801,390	9,861,852
Records & Administration	2,576,490	3,857,933	4,631,913
Total Expenditures	30,963,741	34,790,639	36,665,531
<u>Funding by Source</u>			
Revenues			
Clinical & Nutritional Services	4,655,518	4,842,094	4,577,101
Community Health Services	3,808,934	3,970,026	3,715,083
Community Surveillance & Investigation	3,060,051	2,967,504	3,186,550
Director	13,145	-	-
Pima Animal Care Center	6,605,358	6,495,555	7,175,228
Records & Administration	1,764,866	1,873,000	1,873,000
Total Revenues	19,907,872	20,148,179	20,526,962
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	12,652,010	12,885,869	12,380,168
Fund Balance Decrease/(Increase)	(1,596,141)	1,756,591	3,758,401
Other Funding Sources	-	-	-
Total Program Funding	30,963,741	34,790,639	36,665,531
<u>Staffing (FTEs) by Program</u>			
Chief Medical Officer	12.00	12.00	13.00
Clinical & Nutritional Services	99.05	105.00	105.00
Community Health Services	72.40	74.00	78.00
Community Surveillance & Investigation	58.00	57.00	56.00
Director	5.00	13.00	11.00
Pima Animal Care Center	86.00	84.00	95.00
Records & Administration	37.00	29.00	31.00
Total Staffing (FTEs)	369.45	374.00	389.00

Program Summary

Department: Health
Program: Chief Medical Officer

Function

Provide chlamydia testing in target populations. Focus program on identifying and increasing screening of all eligible clients and testing more of the target population due to additional risk factors. Improve testing compliance across all of the risk categories. Test all tuberculosis (TB) clients for diabetes mellitus (if not already done in the hospital) with a glucose measurement on all diabetic patients checking Hg A1C (hemoglobin) every three months. Check fingerstick glucose every visit, developing a series of brief educational tools for use by the outreach workers with delivering TB meds. Address diabetes at every clinic visit and coordinate with the patient's primary care physician (PCP) or diabetes provider.

Description of Services

Provide medical services in the Tuberculosis, Sexually Transmitted Diseases (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 provide overall medical direction to the Health Department.

Program Goals & 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 and TB cure with each TB patient that has diabetes and importance of good diet control
 - Clinician to consult/collaborate with diabetes provider

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Percentage increase in clients receiving HIV screening through Pima County Health Department (PCHD) programs	n/a	15%	25%
Percentage of PCHD clients testing positive for chlamydia receive treatment within 14 days	n/a	50%	85%

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	1,333,684	1,566,472	1,001,864
Operating Expenses	(25,561)	(15,404)	(15,404)
Total Program Expenditures	1,308,123	1,551,068	986,460
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	1,319,232	-	-
Fund Balance Decrease/(Increase)	(11,109)	1,551,068	986,460
Other Funding Sources	-	-	-
Total Program Funding	1,308,123	1,551,068	986,460

Program Staffing FTEs	12.00	12.00	13.00
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Program Summary

Department: Health

Program: Clinical & Nutritional Services

Function

Provide for and ensure 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 (FP), and the Commodity Supplemental Food Program (CSFP). Provide nutrition education and vouchers to purchase nutritional foods designed to supplement the family food budget. Provide low-income pregnant women, new mothers, infants and children 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, farmers' markets and roadside stands. Provide encouragement and support to low-income pregnant and postpartum women to help them achieve their personal breastfeeding goals. Provide breastfeeding information and guidance 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 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. 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 tuberculosis (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 & Objectives

- Deliver clinical 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
 - Provide Community Nutrition Program caseload stability
 - 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 Family Planning/Well Woman Healthcheck (WWHC) program deliverables
 - Increase number of unduplicated clients served to meet contractual requirements
 - Increase number of client visits seen by a nurse
 - Work to increase the number of Pima County children age 6 to 13 who receive dental sealants on their permanent teeth
-

Program Summary

Department: Health
Program: Clinical & Nutritional Services

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Number of community events (PTA, Health Fairs,) as measured by event registration by the Oral Health Program	5	5	6
Per outreach plan, meet contractual caseload of 12,900 as measured by monthly participation reports	12,900	12,900	13,000
Increase % of breastfed babies (in first 6 months) seen by PCHD through education and outreach	n/a	20%	37%
Increase TB treatment completion within one year to 93% as measured by completion and submission of Report of Verified Case of Tuberculosis	85%	91%	93%
Increase unduplicated FP clients to 7,200 as measured by Arizona Family Health Partnership Centralized Database	7,000	7,100	7,200
Increase the percentage of women who receive age appropriate screenings for breast and cervical cancer	n/a	5%	10%
	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	4,964,042	5,266,858	5,419,423
Operating Expenses	2,085,803	3,066,960	3,228,656
Total Program Expenditures	<u>7,049,845</u>	<u>8,333,818</u>	<u>8,648,079</u>
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	93,750	75,000	75,000
Charges for Services	222,423	334,735	334,735
Miscellaneous Revenue	(131)	-	-
Operating Revenue Sub-Total	<u>316,042</u>	<u>409,735</u>	<u>409,735</u>
Intergovernmental	4,301,158	4,381,159	4,062,376
Charges for Services	206	-	-
Miscellaneous Revenue	38,112	51,200	104,990
Grant Revenue Sub-Total	<u>4,339,476</u>	<u>4,432,359</u>	<u>4,167,366</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	2,820,472	1,067,367	1,144,279
Fund Balance Decrease/(Increase)	(426,145)	2,424,357	2,926,699
Other Funding Sources	-	-	-
Total Program Funding	<u>7,049,845</u>	<u>8,333,818</u>	<u>8,648,079</u>
<u>Program Staffing FTEs</u>	99.05	105.00	105.00

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. 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 ensure 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. Training of Child Care Health Consultants is also available through this program. 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. Families receive home visits and case management with oversight by nurses and social workers, through the enrolled child's second year of life. Pregnant women are connected to prenatal care providers and receive on-going education about fetal development and health behaviors that can impact birth outcomes. Families are referred to community services as needed and assisted in accessing those services. The community health workers educate parents about child development, immunizations, home and vehicle safety. The community health workers also screen each child to identify potential developmental delays and refer the family to the appropriate provider. Health Start is funded through the Arizona Department of Health Services (ADHS). Health Start services are provided at no charge to eligible families. Develop partnerships and collaborations to promote a comprehensive approach to address tobacco and chronic disease.

Program Goals & Objectives

- At least 80% of children aged 24 to 35 months will have age-appropriate vaccinations
 - 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
- Reduce incomplete vaccination data in Arizona State Immunization Information System (ASIIS)
 - Review 100% of encounter forms with vaccination data that have been entered into ASIIS
 - Check Mainframe to see if other vaccinations were given that were not entered into ASIIS, if those exist; enter vaccination(s) into ASIIS
- Implement and assess quality management efforts and activities and revise as needed including EHR processes
 - Evaluate effectiveness of tools and training currently used to orient new staff and for ongoing assessment of staff skills

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Percent of participating Pima County schools completing wellness action plans at end of school year	n/a	55%	95%
Percentage of clients with insurance information entered into Electronic Health Record	n/a	50%	83%
Maintain scheduled PHN sessions at the Public Libraries	yes	yes	yes
Number of staff completing required on-line or in-person trainings/assessments, skills checklists completed and participating in drills or exercises	92	94	110
Percent increase in age appropriate vaccines provided through PCHD programs	n/a	2%	5%

Program Summary

Department: Health
Program: Community Health Services

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	4,103,681	4,625,434	4,972,456
Operating Expenses	2,455,534	2,317,196	2,115,330
Capital Equipment > \$5,000	7,534	-	-
Total Program Expenditures	6,566,749	6,942,630	7,087,786
<u>Program Funding by Source</u>			
Revenues			
Charges for Services	168,905	551,000	551,000
Miscellaneous Revenue	313,029	-	-
Operating Revenue Sub-Total	481,934	551,000	551,000
Intergovernmental	3,327,010	3,419,026	3,164,083
Miscellaneous Revenue	(10)	-	-
Grant Revenue Sub-Total	3,327,000	3,419,026	3,164,083
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	2,798,978	106,215	70,296
Fund Balance Decrease/(Increase)	(41,163)	2,866,389	3,302,407
Other Funding Sources	-	-	-
Total Program Funding	6,566,749	6,942,630	7,087,786
<u>Program Staffing FTEs</u>	72.40	74.00	78.00

Program Summary

Department: Health
Program: Community Surveillance & Investigation

Function

Protect the public from threats of disease or injury at public places such as food service establishments, housing, medical, and recreational facilities. Provide inspection and remediation services to mitigate potential sources of public health hazards in Pima County.

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. The major components of epidemiological activity in Disease Control are Surveillance, Investigation, and Intervention. Engage in collaborative, community focused emergency health planning to address biological, chemical, radiological, or natural disaster events that result in public health threats or emergencies.

Program Goals & 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
 - 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 2014 and provide on-site education and norovirus prevention materials
 - Develop an After Action Report the details the historical account of past five years of norovirus outbreaks, facilities that received on-site training, and recommendations for future norovirus outbreaks in long term care facilities
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Percent compliance in recreational water permit holders to revised Recreational Water Code	n/a	60%	80%
Percent reduction in top 3 contributing factors leading to food borne illness	n/a	5%	10%
Standard Operating Procedures for employee incident management training updated	no	no	yes
Standardization of Pima County Environmental Health Specialists to the 2015 Pima County Food Code	n/a	yes	yes
Simulated exercise in the incident command system completed	no	yes	yes

Program Summary

Department: Health
Program: Community Surveillance & Investigation

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	2,966,716	3,740,103	3,537,157
Operating Expenses	1,023,293	580,308	968,791
Capital Equipment > \$5,000	20,707	-	-
Total Program Expenditures	<u>4,010,716</u>	<u>4,320,411</u>	<u>4,505,948</u>
<u>Program Funding by Source</u>			
Revenues			
Licenses & Permits	1,481,976	1,730,000	1,730,000
Charges for Services	2,567	-	-
Miscellaneous Revenue	10,692	-	-
Operating Revenue Sub-Total	<u>1,495,235</u>	<u>1,730,000</u>	<u>1,730,000</u>
Intergovernmental	1,564,816	1,237,504	1,456,550
Grant Revenue Sub-Total	<u>1,564,816</u>	<u>1,237,504</u>	<u>1,456,550</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	1,343,430	195,710	85,391
Fund Balance Decrease/(Increase)	(392,765)	1,157,197	1,234,007
Other Funding Sources	-	-	-
Total Program Funding	<u>4,010,716</u>	<u>4,320,411</u>	<u>4,505,948</u>
<u>Program Staffing FTEs</u>	58.00	57.00	56.00

Program Summary

Department: Health
Program: 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.

Description of Services

Collect, assemble, analyze and distribute information on the health of the community, including statistics on health status, community health needs, inspections, epidemiologic, and investigations of other health problems. Provide timely and efficient services in support of the Health Department's multiple programs. Ensure the programs operate maximizing their resources.

Program Goals & Objectives

- Provide timely and efficient services in support of the Health Department's multiple programs
 - Ensure smooth transition of Health Department functions through move to the new South Office and implementation of Electronic Health Record
 - Continue quality improvement efforts through periodic surveys and assessment of resulting data
- Work collaboratively with community partners to increase the numbers of volunteers and interns working for PCHD to foster an awareness of the services we provide and stimulate interest in working in the field of Public Health

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Distribution of the web-based satisfaction/feedback survey on administrative services	yes	yes	yes
Achieve accreditation from Public Health Accreditation Board and maintain accreditation	n/a	yes	yes
Implement and fine tune Electronic Health Record for department-wide use	n/a	yes	yes
Number of public health events held in each BOS district	0	1	2

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	456,752	968,589	918,343
Operating Expenses	43,259	14,800	25,150
Total Program Expenditures	<u>500,011</u>	<u>983,389</u>	<u>943,493</u>
<u>Program Funding by Source</u>			
Revenues			
Investment Earnings	13,145	-	-
Operating Revenue Sub-Total	<u>13,145</u>	<u>-</u>	<u>-</u>
General Fund Support	<u>-</u>	<u>-</u>	<u>-</u>
Net Operating Transfers In/(Out)	<u>349,800</u>	<u>10,762,373</u>	<u>10,083,684</u>
Fund Balance Decrease/(Increase)	<u>137,066</u>	<u>(9,778,984)</u>	<u>(9,140,191)</u>
Other Funding Sources	<u>-</u>	<u>-</u>	<u>-</u>
Total Program Funding	<u>500,011</u>	<u>983,389</u>	<u>943,493</u>

<u>Program Staffing FTEs</u>	<u>5.00</u>	<u>13.00</u>	<u>11.00</u>
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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. Improve public health through promotion of the human/animal bond.

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. Provide veterinary care to pets in our care and custody. Promote spay and neuter programs. Maintain Trap-Neuter-Return program for free roaming cats.

Program Goals & Objectives

- Reduce animal bites per capita
 - Increase outreach education events to educate 25,000 new and prospective owners
- Maintain a live release rate of 87% or above
 - Maintain donation and grant funding to spay neuter programs at \$600,000
 - Reduce animals impounded by 10% through owner education and assistance
 - Place every saveable pet into a suitable home
- Increase dog licensing to 60% (150,000) by fiscal year end
 - Increase outreach education events to educate 25,000 new and prospective owners

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
85% of animals in PACC will be adopted to forever homes or released to rescue agencies	76%	85%	85%
Reduce annual intake of animals by 5% (from 21,632 in FY16) by utilizing pet support center, diversion efforts, and education and outreach	9%	5%	5%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	5,377,755	5,013,894	5,621,184
Operating Expenses	3,574,052	3,787,496	4,240,668
Total Program Expenditures	8,951,807	8,801,390	9,861,852

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Licenses & Permits	683,936	550,000	550,000
Intergovernmental	5,052,974	4,885,380	4,938,149
Charges for Services	108,044	281,045	286,374
Fines & Forfeits	113,813	83,866	86,470
Investment Earnings	10	-	2,000
Miscellaneous Revenue	646,581	695,264	681,557
Operating Revenue Sub-Total	6,605,358	6,495,555	6,544,550
Miscellaneous Revenue	-	-	630,678
Grant Revenue Sub-Total	-	-	630,678

Program Summary

Department: Health

Program: Pima Animal Care Center

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	2,116,788	2,178,103	2,354,156
Fund Balance Decrease/(Increase)	229,661	127,732	332,468
Other Funding Sources	-	-	-
Total Program Funding	8,951,807	8,801,390	9,861,852
Program Staffing FTEs	86.00	84.00	95.00

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. Manage the department's budget in conjunction with Grants Management, Pima Animal Care Center (PACC), and Departmental Analysis, and oversee the implementation of the billing function related to the utilization of the Electronic Health Record.

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. Provide monthly budget updates to division managers. Oversee the process implementation associated with the electronic health record to ensure training, compliance, and billing capability.

Program Goals & Objectives

- Manage the department's budget, including ties to revenues and grants, so as to not exceed budgeted expenditure levels
 - Provide department director and division managers with current budget information to empower and assist in making better decisions
- Record and provide timely and accurate vital records at fees consistent with County and State policy

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Monthly budget updates sent to division managers	8	12	12
Quarterly progress meetings with Grants Management	2	4	4

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,448,306	1,598,520	1,769,572
Operating Expenses	1,128,184	1,944,571	2,862,341
Capital Equipment > \$5,000	-	314,842	-
Total Program Expenditures	2,576,490	3,857,933	4,631,913

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Licenses & Permits	1,315	-	-
Charges for Services	1,726,201	1,870,000	1,870,000
Miscellaneous Revenue	37,158	3,000	3,000
Operating Revenue Sub-Total	1,764,674	1,873,000	1,873,000
Investment Earnings	110	-	-
Miscellaneous Revenue	82	-	-
Grant Revenue Sub-Total	192	-	-

Program Summary

Department: Health
Program: Records & Administration

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	1,903,310	(1,423,899)	(1,357,638)
Fund Balance Decrease/(Increase)	(1,091,686)	3,408,832	4,116,551
Other Funding Sources	-	-	-
Total Program Funding	<u>2,576,490</u>	<u>3,857,933</u>	<u>4,631,913</u>
Program Staffing FTEs	<u>37.00</u>	<u>29.00</u>	<u>31.00</u>

Office of Emergency Mgmt & Homeland Security

Expenditures: 2,696,382

FTEs 8.50

Revenues: 1,756,549

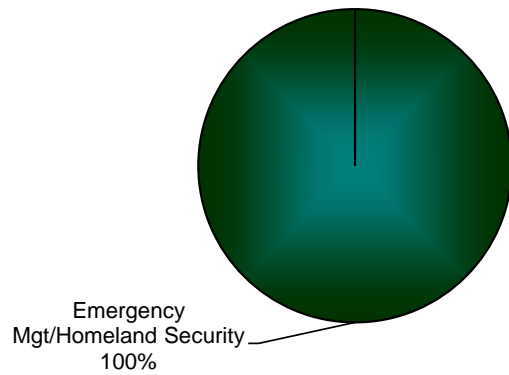
Function Statement:

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; maintenance of a state-of-the-art Emergency Operations Center; manage public safety radio system; 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.

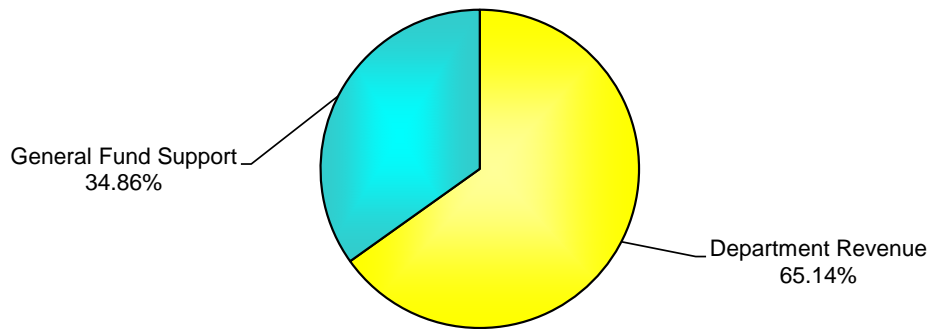
Mandates:

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

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Emergency Mgt/Homeland Security	1,311,285	3,153,313	2,696,382
OEM Radio System	928,441	2,173,073	-
Total Expenditures	<u>2,239,726</u>	<u>5,326,386</u>	<u>2,696,382</u>
<u>Funding by Source</u>			
Revenues			
Emergency Mgt/Homeland Security	700,097	2,279,703	1,756,549
OEM Radio System	2,672,623	2,847,427	-
Total Revenues	<u>3,372,720</u>	<u>5,127,130</u>	<u>1,756,549</u>
General Fund Support	464,941	850,862	939,833
Net Operating Transfers In/(Out)	1,247	(864,266)	-
Fund Balance Decrease/(Increase)	(1,599,182)	212,660	-
Other Funding Sources	-	-	-
Total Program Funding	<u>2,239,726</u>	<u>5,326,386</u>	<u>2,696,382</u>
<u>Staffing (FTEs) by Program</u>			
Emergency Mgt/Homeland Security	7.15	8.50	8.50
OEM Radio System	2.00	2.00	-
Total Staffing (FTEs)	<u>9.15</u>	<u>10.50</u>	<u>8.50</u>

Program Summary

Department: Office of Emergency Management & Homeland Security
Program: Emergency Mgt/Homeland Security

Function

Protection, prevention, mitigation, response and recovery activities to reduce the loss of life and property damage to the citizens of Pima County resulting from human caused and natural disasters in accordance with Arizona Revised Statutes Title 26 as well as various directives from the President and the United States Department of Homeland Security.

Description of Services

Provide professional emergency management, including planning, organizing, equipping, training and exercising, to protect the lives and property of the residents of Pima County from disasters and emergencies. Coordinate with and assist other County departments, community organizations and other jurisdictions at the local, county, state, tribal, and federal levels including both public and private sector entities to develop coordinated, interoperable, whole community capabilities to ensure the highest level of individual and agency preparedness to protect, prevent, mitigate, respond, and recover from events.

Program Goals & Objectives

- Provide jurisdictions within Pima County timely, accurate, and complete information (including communications and command and control systems), to enable them to respond to emergency situations and/or threats quickly, efficiently, and effectively to safeguard the lives and property of the citizens of Pima County
 - Provide regular, quality training in emergency management mission areas to response agencies at all levels and to other stakeholders such as community support organizations
 - Maintain comprehensive, coordinated County emergency response plans to protect, prevent, mitigate, respond and recover from disasters and emergencies
 - Coordinate, conduct, and participate in regular, realistic emergency response exercises and activities
 - Maintain a state of the art Emergency Operations Center (EOC) and up to date emergency plans to assist County and local jurisdictions in operational coordination during emergencies and planned special events to include coordination with local, county, tribal, state and federal partners and with private entities and citizens
 - Implement the National Incident Management System (NIMS) Incident Command principals
 - Maintain the EOC in a state of constant readiness
 - Open and make operational the EOC within one hour of notification
 - Maintain the WebEOC functionality system for event coordination with for remote, local, tribal, EOC, and state entities
 - Update the identification and resource typing of assets within Pima County and incorporate resource management concepts such as typing, inventorying and cataloging
 - Assist agencies and jurisdictions in maintaining multi hazard mitigation plans that enable them to minimize the effect of potential disasters on the life and property of their residents and public and private entities
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Update existing plans	2	4	3
Public education and awareness, community outreach presentations	20	15	25
Training classes in Pima County	47	74	49
Exercises attended	28	27	28

Program Summary

Department: Office of Emergency Management & Homeland Security

Program: Emergency Mgt/Homeland Security

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	630,598	735,980	720,240
Operating Expenses	634,375	2,417,333	1,951,342
Capital Equipment > \$5,000	46,312	-	24,800
Total Program Expenditures	1,311,285	3,153,313	2,696,382
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	5,459	-	-
Operating Revenue Sub-Total	5,459	-	-
Intergovernmental	694,563	2,279,703	1,756,549
Miscellaneous Revenue	75	-	-
Grant Revenue Sub-Total	694,638	2,279,703	1,756,549
General Fund Support	464,941	850,862	939,833
Net Operating Transfers In/(Out)	(1)	23,037	-
Fund Balance Decrease/(Increase)	146,248	(289)	-
Other Funding Sources	-	-	-
Total Program Funding	1,311,285	3,153,313	2,696,382
Program Staffing FTEs	7.15	8.50	8.50

Program Summary

Department: Office of Emergency Management & Homeland Security
Program: OEM Radio System

Function

Manage the nation's most advanced public safety radio system on behalf of a 21 member Pima County Cooperative. Accomplish this task through effective administration an liaison with local law enforcement, fire service, and public service organizations. Provide funding for operating and maintenance costs associated with the radio system and cooperative governed by the Pima County Wireless Integrated Network (PCWIN) Board of Directors and not covered by any other Pima County departmental budget. Procure and manage grant funding from federal and state programs.

Description of Services

Manage the efficacy of the PCWIN 800 MHZ Radio System and cooperative. Create, execute, and report the Special Revenue Fund budget on behalf of the PCWIN Board of Directors. (Note: Beginning in fiscal year 2016/17, OEM Radio System was renamed Wireless Integrated Network and is presented under its own department.)

Program Goals & Objectives

- Ensure all radio system operating and maintenance costs are budgeted
- Provide a public safety voice radio system with 99% up time
- Ensure all unscheduled maintenance requirements are fulfilled in accordance with the PCWIN Service Level Agreements
- Develop procedures and technological solutions that permit Pima County agencies to communicate via voice radio with mission essential state and federal agencies located in Pima County
- Ensure operations and maintenance costs are kept affordable for the cooperative members
- Mitigate costs by securing grant funding

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Voice radio system up time	100%	100%	n/a
All operating & maintenance costs budgeted	yes	yes	n/a

<u>Program Expenditures by Object</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Personnel Services	206,745	278,248	-
Operating Expenses	721,696	1,894,825	-
Total Program Expenditures	928,441	2,173,073	-

Program Funding by Source

<u>Revenues</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Charges for Services	2,610,322	2,781,108	-
Investment Earnings	5,963	2,403	-
Miscellaneous Revenue	56,338	63,916	-
Operating Revenue Sub-Total	2,672,623	2,847,427	-
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	1,248	(887,303)	-
Fund Balance Decrease/(Increase)	(1,745,430)	212,949	-
Other Funding Sources	-	-	-
Total Program Funding	928,441	2,173,073	-

<u>Program Staffing FTEs</u>	2.00	2.00	-
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Wireless Integrated Network

Expenditures: 2,230,430

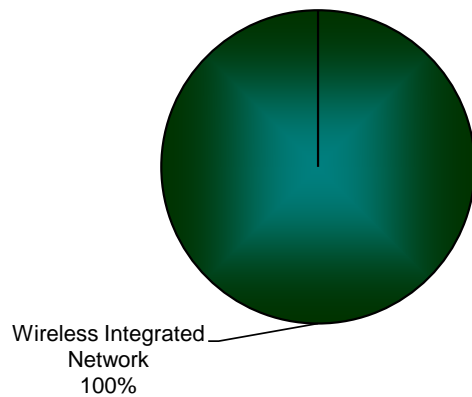
FTEs 2.00

Revenues: 2,907,686

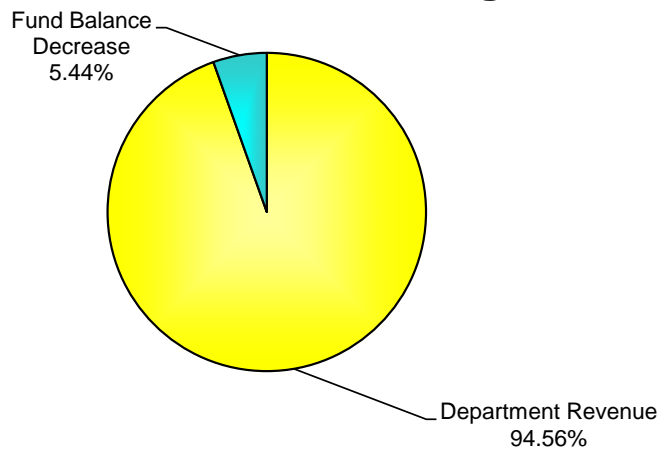
Function Statement: Manage the nation's most advanced public safety radio system on behalf of a 21 member Pima County Business Cooperative. The Pima County Wireless Integrated Network (PCWIN) accomplishes this task through effective administration and liaison with local law enforcement, fire service, and public service organizations. PCWIN maintains the 800MHz voice radio network and administers the business cooperative that governs its operation.

Mandates: ARS Title 26, Chapter 2: Emergency Management

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Wireless Integrated Network**

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Wireless Integrated Network	-	-	2,230,430
Total Expenditures	<u>-</u>	<u>-</u>	<u>2,230,430</u>
<u>Funding by Source</u>			
Revenues			
Wireless Integrated Network	-	-	2,907,686
Total Revenues	<u>-</u>	<u>-</u>	<u>2,907,686</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	(844,541)
Fund Balance Decrease/(Increase)	-	-	167,285
Other Funding Sources	-	-	-
Total Program Funding	<u>-</u>	<u>-</u>	<u>2,230,430</u>
<u>Staffing (FTEs) by Program</u>			
Wireless Integrated Network	-	-	2.00
Total Staffing (FTEs)	<u>-</u>	<u>-</u>	<u>2.00</u>

Program Summary

Department: Wireless Integrated Network
Program: Wireless Integrated Network

Function

Manage the nation's most advanced public safety radio system on behalf of a 21 member Pima County Cooperative. Accomplish this task through effective administration and liaison with local law enforcement, fire service, and public service organizations. Provide funding for operating and maintenance costs associated with the radio system and cooperative governed by the Pima County Wireless Integrated Network (PCWIN) Board of Directors and not covered by any other Pima County departmental budget. Procure and manage grant funding from federal and state programs.

Description of Services

Manage the operation of the PCWIN 800 MHZ Radio System and cooperative. Create, execute, and report the Special Revenue Fund budget on behalf of the PCWIN Board of Directors. (Note 1: Ten Information Technology positions are funded by this budget and are presented in Information Technology's Radio System Fixed Network Program. Note 2: Prior to fiscal year 2016/17 this program was known as OEM Radio System and presented under the Office of Emergency Management & Homeland Security department.)

Program Goals & Objectives

- Provide a public safety voice radio system with 99% up time
- Ensure all radio system operating and maintenance costs are programmed
- Ensure all unscheduled maintenance requirements are fulfilled in accordance with PCWIN policies
- All Executive Committee and Board of Directors meetings achieve quorum
- Facilitate communication with mission essential state and federal agencies located in Pima County

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Voice radio system up time 99%	n/a	n/a	100%
Operating & maintenance costs budgeted	n/a	n/a	100%
Network average grade of service less than 1%	n/a	n/a	1%
Executive Committee quorum	n/a	n/a	100%
Board of Directors quorum	n/a	n/a	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	-	-	265,028
Operating Expenses	-	-	1,965,402
Total Program Expenditures	-	-	2,230,430

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Charges for Services	-	-	2,836,152
Investment Earnings	-	-	5,180
Miscellaneous Revenue	-	-	66,354
Operating Revenue Sub-Total	-	-	2,907,686

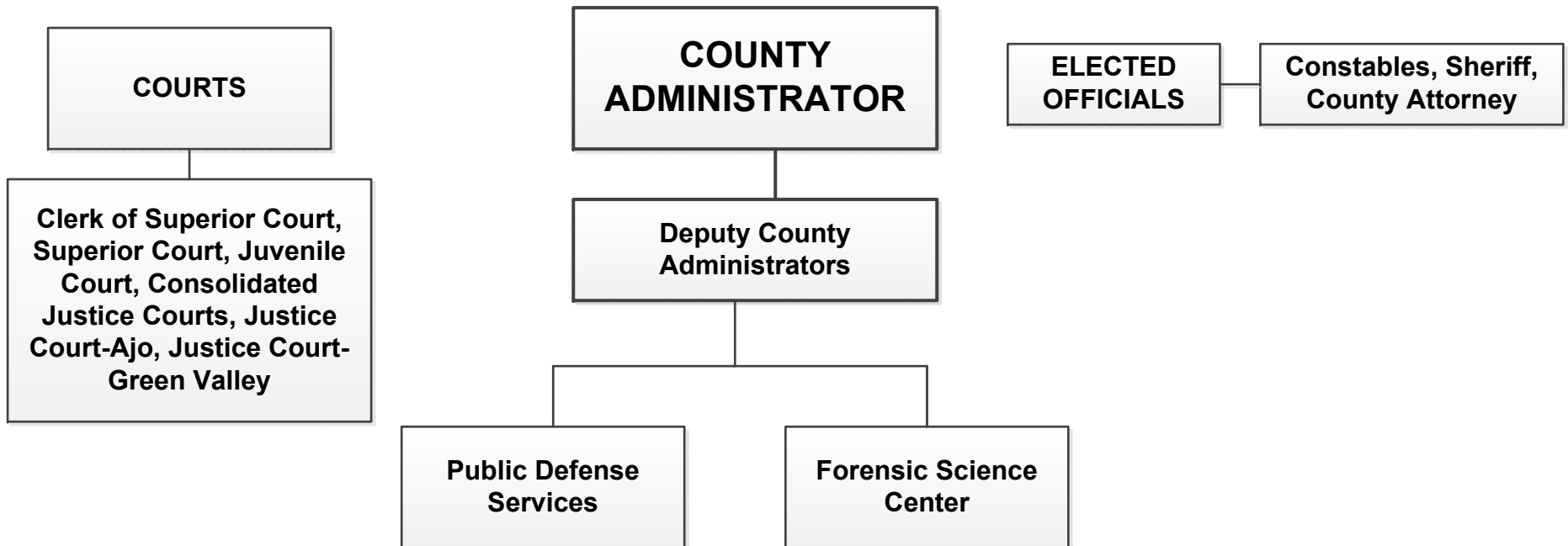
Program Summary

Department: Wireless Integrated Network

Program: Wireless Integrated Network

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	(844,541)
Fund Balance Decrease/(Increase)	-	-	167,285
Other Funding Sources	-	-	-
Total Program Funding	-	-	2,230,430
<hr/>			
Program Staffing FTEs	-	-	2.00

JUSTICE & LAW ORGANIZATION CHART



SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Expenditures
JUSTICE & LAW			
Clerk of the Superior Court			
Administration	289,974	-	289,974
Civil Services	1,765,661	-	1,765,661
Courtroom Services	2,536,215	-	2,536,215
Criminal Services	741,814	1,000	742,814
Financial Services	1,084,443	95,795	1,180,238
Information Technology	755,847	627,545	1,383,392
Juvenile Services	1,802,602	-	1,802,602
Probate Services	409,594	-	409,594
Records Retention	1,393,970	844,004	2,237,974
Total Clerk of the Superior Court	10,780,120	1,568,344	12,348,464
Constables			
Constables	1,256,064	-	1,256,064
Total Constables	1,256,064	-	1,256,064
County Attorney			
Administration	3,004,432	-	3,004,432
Civil Legal Services	2,434,750	244,350	2,679,100
Community Support	180,365	219,721	400,086
Criminal Prosecution	17,702,829	17,293,800	34,996,629
Total County Attorney	23,322,376	17,757,871	41,080,247
Forensic Science Center			
Forensic Science Center	3,697,426	29,500	3,726,926
Total Forensic Science Center	3,697,426	29,500	3,726,926
Justice Court Ajo			
Justice Court Ajo	698,399	13,000	711,399
Justice Court Ajo Time Pay Fees	-	10,000	10,000
Total Justice Court Ajo	698,399	23,000	721,399
Justice Court Green Valley			
Justice Court Green Valley	519,494	105,362	624,856
Total Justice Court Green Valley	519,494	105,362	624,856
Justice Court Tucson			
Administration	1,921,940	-	1,921,940
Court Operations	3,658,541	617,943	4,276,484
Judicial Operations	1,529,839	1,016,755	2,546,594
Total Justice Court Tucson	7,110,320	1,634,698	8,745,018
Juvenile Court			
Administration	2,176,091	464,451	2,640,542
Children & Family Svcs	1,462,172	1,053,421	2,515,593
Court Support Services	1,451,339	-	1,451,339
Detention Services	7,329,049	-	7,329,049
Information Technology	1,524,476	-	1,524,476
Judicial Services	2,502,606	-	2,502,606
Probation Services	6,792,843	8,443,228	15,236,071
Total Juvenile Court	23,238,576	9,961,100	33,199,676

SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Expenditures
Public Defense Services			
Legal Defender	4,312,841	25,000	4,337,841
Mental Health Defense	530,851	-	530,851
Office of Children's Counsel	2,006,832	-	2,006,832
Office of Court Appointed Counsel	9,034,200	-	9,034,200
PF Burials	336,201	-	336,201
PF Mandated Services	2,248,404	-	2,248,404
Public Defender	13,151,930	66,000	13,217,930
Public Defense Administration	1,070,685	657,816	1,728,501
Total Public Defense Services	32,691,944	748,816	33,440,760
Sheriff			
Administrative	28,595,427	520,948	29,116,375
Corrections	46,686,269	3,380,136	50,066,405
Forfeitures	-	1,960,000	1,960,000
HIDTA	-	2,087,947	2,087,947
Investigations	25,798,875	2,766,590	28,565,465
Operations	45,345,723	625,400	45,971,123
Total Sheriff	146,426,294	11,341,021	157,767,315
Superior Court			
Adjudication	13,772,589	723,492	14,496,081
Administration	3,771,165	-	3,771,165
Adult Probation Court Services	2,235,760	1,096,264	3,332,024
Adult Probation Field and Operations	3,848,609	12,679,640	16,528,249
Conciliation Court	664,543	682,479	1,347,022
Fill The Gap - Other Courts	-	527,453	527,453
Information Services	2,214,218	529,840	2,744,058
Law Library	141,675	355,662	497,337
Pretrial Services	2,432,932	100,917	2,533,849
Trial Services	2,722,086	-	2,722,086
Total Superior Court	31,803,577	16,695,747	48,499,324
TOTAL JUSTICE & LAW	281,544,590	59,865,459	341,410,049

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Revenues
JUSTICE & LAW			
Clerk of the Superior Court			
Administration	2,132,000	-	2,132,000
Criminal Services	-	1,000	1,000
Financial Services	411,429	49,289	460,718
Information Technology	-	225,913	225,913
Records Retention	-	519,285	519,285
Total Clerk of the Superior Court	2,543,429	795,487	3,338,916
Constables			
Constables	388,424	-	388,424
Total Constables	388,424	-	388,424
County Attorney			
Civil Legal Services	-	103,000	103,000
Community Support	-	164,300	164,300
Criminal Prosecution	84,900	9,926,508	10,011,408
Total County Attorney	84,900	10,193,808	10,278,708
Forensic Science Center			
Forensic Science Center	1,830,700	60,300	1,891,000
Total Forensic Science Center	1,830,700	60,300	1,891,000
Justice Court Ajo			
Justice Court Ajo	238,455	10,000	248,455
Justice Court Ajo Time Pay Fees	-	7,000	7,000
Total Justice Court Ajo	238,455	17,000	255,455
Justice Court Green Valley			
Justice Court Green Valley	188,301	26,800	215,101
Total Justice Court Green Valley	188,301	26,800	215,101
Justice Court Tucson			
Administration	4,918,692	-	4,918,692
Court Operations	780,000	365,000	1,145,000
Judicial Operations	1,168,000	450,000	1,618,000
Total Justice Court Tucson	6,866,692	815,000	7,681,692
Juvenile Court			
Administration	2,100	437,234	439,334
Children & Family Svcs	5,200	1,053,421	1,058,621
Detention Services	100,000	-	100,000
Probation Services	-	7,585,150	7,585,150
Total Juvenile Court	107,300	9,075,805	9,183,105
Public Defense Services			
Legal Defender	2,100	22,150	24,250
Office of Children's Counsel	7,800	-	7,800
Office of Court Appointed Counsel	885,200	-	885,200
PF Burials	10,000	-	10,000
PF Mandated Services	496,473	-	496,473
Public Defender	45,500	56,700	102,200
Public Defense Administration	-	253,200	253,200
Total Public Defense Services	1,447,073	332,050	1,779,123

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total Revenues
Sheriff			
Administrative	306,500	520,948	827,448
Corrections	9,500,000	2,844,319	12,344,319
Forfeitures	-	100,000	100,000
HIDTA	-	2,087,947	2,087,947
Investigations	692,000	2,766,590	3,458,590
Operations	-	627,400	627,400
Total Sheriff	10,498,500	8,947,204	19,445,704
Superior Court			
Adjudication	785,000	1,358,986	2,143,986
Adult Probation Court Services	-	1,720,000	1,720,000
Adult Probation Field and Operations	-	12,053,528	12,053,528
Conciliation Court	-	670,158	670,158
Information Services	-	391,196	391,196
Law Library	-	302,600	302,600
Pretrial Services	-	100,917	100,917
Total Superior Court	785,000	16,597,385	17,382,385
TOTAL JUSTICE & LAW	24,978,774	46,860,839	71,839,613

SUMMARY OF FULL TIME EQUIVALENTS BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total FTEs
JUSTICE & LAW			
Clerk of the Superior Court			
Administration	10.00	-	10.00
Civil Services	36.00	-	36.00
Courtroom Services	44.00	-	44.00
Criminal Services	14.00	-	14.00
Financial Services	17.00	2.25	19.25
Information Technology	9.00	3.00	12.00
Juvenile Services	34.00	-	34.00
Probate Services	6.00	-	6.00
Records Retention	27.00	4.00	31.00
Total Clerk of the Superior Court	197.00	9.25	206.25
Constables			
Constables	13.00	-	13.00
Total Constables	13.00	-	13.00
County Attorney			
Administration	31.00	-	31.00
Civil Legal Services	56.00	5.00	61.00
Community Support	4.00	3.00	7.00
Criminal Prosecution	250.00	110.00	360.00
Total County Attorney	341.00	118.00	459.00
Forensic Science Center			
Forensic Science Center	32.00	-	32.00
Total Forensic Science Center	32.00	-	32.00
Justice Court Ajo			
Justice Court Ajo	11.00	-	11.00
Total Justice Court Ajo	11.00	-	11.00
Justice Court Green Valley			
Justice Court Green Valley	8.50	1.00	9.50
Total Justice Court Green Valley	8.50	1.00	9.50
Justice Court Tucson			
Administration	28.00	-	28.00
Court Operations	75.00	14.00	89.00
Judicial Operations	11.00	6.00	17.00
Total Justice Court Tucson	114.00	20.00	134.00
Juvenile Court			
Administration	26.25	4.00	30.25
Children & Family Svcs	23.00	20.00	43.00
Court Support Services	21.00	-	21.00
Detention Services	135.00	-	135.00
Information Technology	15.00	-	15.00
Judicial Services	25.25	-	25.25
Probation Services	103.00	74.25	177.25
Total Juvenile Court	348.50	98.25	446.75

SUMMARY OF FULL TIME EQUIVALENTS BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Total FTEs
Public Defense Services			
Legal Defender	42.50	-	42.50
Mental Health Defense	6.00	-	6.00
Office of Children's Counsel	24.50	-	24.50
Office of Court Appointed Counsel	9.00	-	9.00
PF Burials	1.00	-	1.00
PF Mandated Services	31.00	-	31.00
Public Defender	145.50	-	145.50
Public Defense Administration	8.00	-	8.00
Total Public Defense Services	267.50	-	267.50
Sheriff			
Administrative	299.25	2.00	301.25
Corrections	596.50	10.00	606.50
HIDTA	-	25.00	25.00
Investigations	273.00	6.00	279.00
Operations	359.25	-	359.25
Total Sheriff	1,528.00	43.00	1,571.00
Superior Court			
Adjudication	155.50	8.00	163.50
Administration	48.75	-	48.75
Adult Probation Court Services	33.00	22.35	55.35
Adult Probation Field and Operations	44.00	187.25	231.25
Conciliation Court	9.00	11.30	20.30
Fill The Gap - Other Courts	-	4.00	4.00
Information Services	21.00	3.00	24.00
Law Library	3.00	1.00	4.00
Pretrial Services	44.00	2.00	46.00
Trial Services	42.75	-	42.75
Total Superior Court	401.00	238.90	639.90
TOTAL JUSTICE & LAW	3,261.50	528.40	3,789.90

Clerk of the Superior Court

Expenditures: 12,348,464

FTEs 206.25

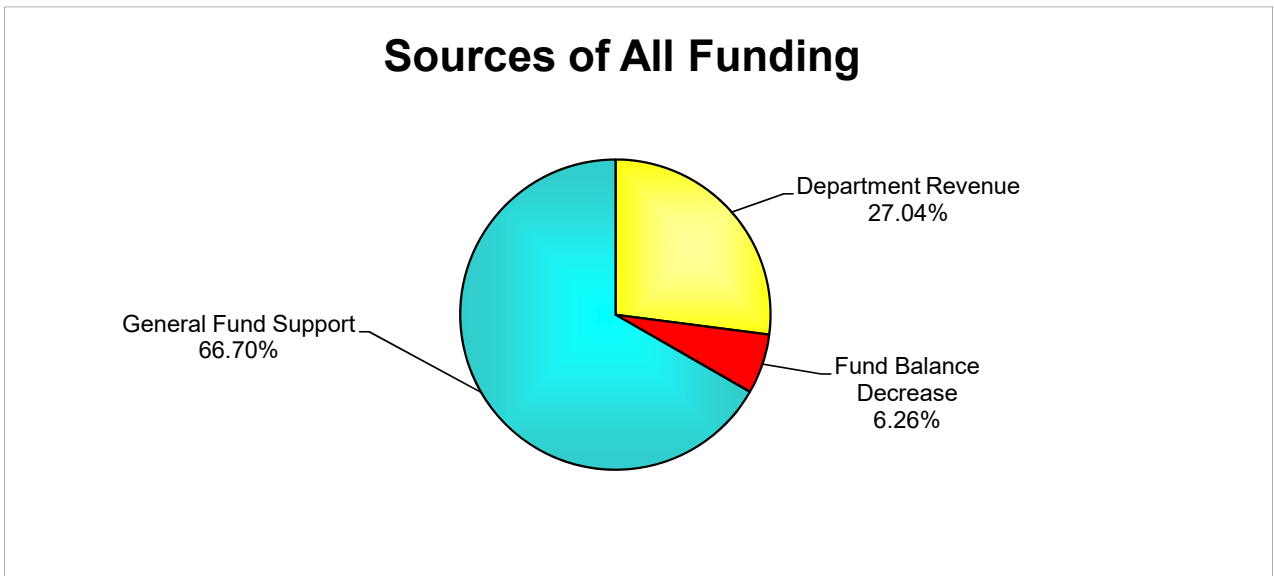
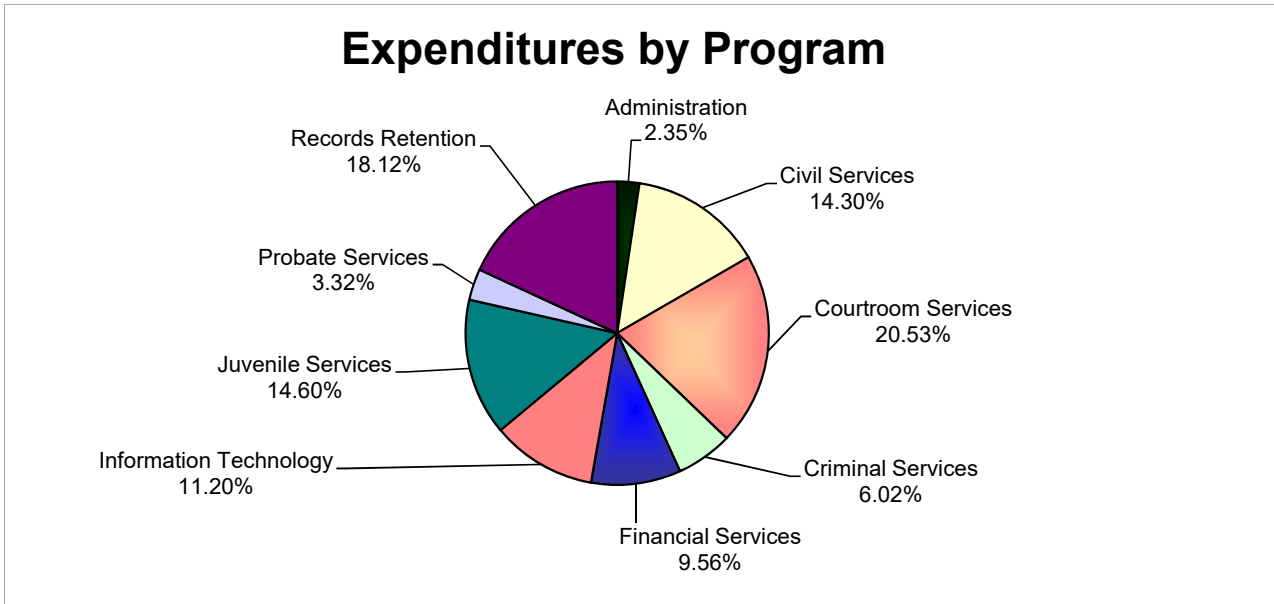
Revenues: 3,338,916

Function Statement:

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

Mandates:

ARS Title 12, Chapter 2, Article 8: Clerk of the Superior Court



Department Summary by Program

Department: Clerk of the Superior Court

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Administration	511,969	127,349	289,974
Civil Services	1,589,497	1,566,110	1,765,661
Courtroom Services	2,543,644	2,517,825	2,536,215
Criminal Services	735,691	749,714	742,814
Financial Services	1,706,700	1,192,019	1,180,238
Information Technology	1,138,380	1,138,493	1,383,392
Juvenile Services	1,690,328	1,795,607	1,802,602
Probate Services	359,172	355,510	409,594
Records Retention	2,526,887	2,292,177	2,237,974
Total Expenditures	<u>12,802,268</u>	<u>11,734,804</u>	<u>12,348,464</u>
<u>Funding by Source</u>			
Revenues			
Administration	2,013,245	2,424,774	2,132,000
Civil Services	91	-	-
Criminal Services	607	-	1,000
Financial Services	513,990	352,750	460,718
Information Technology	215,241	225,000	225,913
Probate Services	18	-	-
Records Retention	557,874	475,500	519,285
Total Revenues	<u>3,301,066</u>	<u>3,478,024</u>	<u>3,338,916</u>
General Fund Support	8,596,236	7,484,455	8,236,691
Net Operating Transfers In/(Out)	(32,700)	-	-
Fund Balance Decrease/(Increase)	937,666	772,325	772,857
Other Funding Sources	-	-	-
Total Program Funding	<u>12,802,268</u>	<u>11,734,804</u>	<u>12,348,464</u>
<u>Staffing (FTEs) by Program</u>			
Administration	10.00	9.00	10.00
Civil Services	37.00	36.00	36.00
Courtroom Services	48.00	44.00	44.00
Criminal Services	15.00	14.00	14.00
Financial Services	29.00	19.50	19.25
Information Technology	12.00	12.00	12.00
Juvenile Services	32.00	34.00	34.00
Probate Services	6.00	6.00	6.00
Records Retention	31.00	30.00	31.00

Department Summary by Program

Total Staffing (FTEs)	<u>220.00</u>	<u>204.50</u>	<u>206.25</u>
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Program Summary

Department: Clerk of the Superior Court

Program: Administration

Function

Provide administrative, managerial, and human resources support for all operations of the department. Provide quality, accessible, and streamlined court related services to the judicial system and the public by operating in an environment of accountability. Develop strong, competent, open, and trusting partnerships which facilitate and exemplify government service.

Description of Services

Administer, direct, and manage all areas in compliance with federal, state, Supreme Court, Appeals Court, local court, and County laws and ordinances. Ensure that all support services are provided to Superior Court divisions. Maintain a highly trained staff to ensure efficient and cost effective service to the courts and court partners. Provide all departmental functions of human resources.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Sanctions imposed on department for non-compliance of mandates	0	0	0
Training sessions conducted	32	51	45
Employee evaluations completed	100%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	262,587	32,489	61,574
Operating Expenses	249,382	94,860	228,400
Total Program Expenditures	511,969	127,349	289,974

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Charges for Services	1,280,434	1,350,369	1,402,000
Fines & Forfeits	719,683	1,068,805	725,000
Investment Earnings	12,344	5,600	5,000
Miscellaneous Revenue	678	-	-
Operating Revenue Sub-Total	2,013,139	2,424,774	2,132,000
Investment Earnings	106	-	-
Grant Revenue Sub-Total	106	-	-
General Fund Support	(1,501,170)	(2,297,425)	(1,842,026)
Net Operating Transfers In/(Out)	(35,137)	-	-
Fund Balance Decrease/(Increase)	35,031	-	-

Program Summary

Department: Clerk of the Superior Court

Program: Administration

Other Funding Sources	-	-	-
Total Program Funding	<u>511,969</u>	<u>127,349</u>	<u>289,974</u>
<u>Program Staffing FTEs</u>	10.00	9.00	10.00

Program Summary

Department: Clerk of the Superior Court
Program: Civil Services

Function

Process all civil filings and payments mandated by Arizona Revised Statutes.

Description of Services

Receive, record, and maintain all civil case filings.

Program Goals & Objectives

- Issue orders of protection/injunctions against harassment
- Process all civil filings within one day

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Orders of protection issued monthly	255	220	230
Percent of civil filings processed within 1 day	100%	100%	100%

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	1,530,637	1,488,610	1,695,611
Operating Expenses	58,860	77,500	70,050
Total Program Expenditures	<u>1,589,497</u>	<u>1,566,110</u>	<u>1,765,661</u>
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	91	-	-
Operating Revenue Sub-Total	91	-	-
General Fund Support	1,589,406	1,566,110	1,765,661
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,589,497</u>	<u>1,566,110</u>	<u>1,765,661</u>

<u>Program Staffing FTEs</u>	37.00	36.00	36.00
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Program Summary

Department: Clerk of the Superior Court
Program: Courtroom Services

Function

Provide court related services for civil, domestic relations, probate, criminal, juvenile, and child support cases in litigation.

Description of Services

Provide a courtroom clerk for every open court hearing. Create a synopsis (minute entry) for each hearing and process all associated paperwork connected to each specific hearing. Distribute and direct minute entries and other court documents to interested parties.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Accuracy rate of court documents	100%	99%	100%
Court documents processed on time	100%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	2,489,593	2,434,825	2,478,715
Operating Expenses	54,051	83,000	57,500
Total Program Expenditures	2,543,644	2,517,825	2,536,215
General Fund Support	2,543,644	2,517,825	2,536,215
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	2,543,644	2,517,825	2,536,215

Program Staffing FTEs	48.00	44.00	44.00
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Program Summary

Department: Clerk of the Superior Court
Program: Criminal Services

Function

Process all criminal filings and payments mandated by Arizona Revised Statutes.

Description of Services

Provide quality, accessible, and streamlined court related services and resources to enable the court and probationers to meet the requirements set by the judiciary.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Criminal case files updated monthly	1,687	1,940	2,050
Assessment payments collected monthly	1,025	1,030	1,035
Probation reports generated monthly	406	417	420
Percent of probation case files that are current	100%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	707,202	715,114	708,764
Operating Expenses	28,489	34,600	34,050
Total Program Expenditures	735,691	749,714	742,814

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Charges for Services	605	-	1,000
Investment Earnings	2	-	-
Other Special Revenue Sub-Total	607	-	1,000
General Fund Support	735,691	749,714	741,814
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(607)	-	-
Other Funding Sources	-	-	-
Total Program Funding	735,691	749,714	742,814

Program Staffing FTEs	15.00	14.00	14.00
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Program Summary

Department: Clerk of the Superior Court
Program: Financial Services

Function

Provide financial services to both internal and external customers of the court. Develop and monitor the annual budget. Prepare financial statements. Supervise all financial systems, accounts payable, payroll processing, and records maintenance. Provide collection services in order to collect past due court ordered assessments. Provide child support services for federal Title IV-D and non IV-D cases. Maintain and update records as needed and assist the court in distributing wage assignments.

Description of Services

Provide financial support to the courts in order to ensure all monies received are processed and distributed to the necessary agencies. Maintain accurate and timely accounting records. Maintain and update collection activity on all past due court ordered assessments. Assist families in the child support area to ensure proper record maintenance.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
New deferred payment cases established monthly	187	190	195
Billings sent to probationers per quarter	1,667	1,680	1,690
Monthly financial reports submitted on time	100%	100%	100%
Budget compliance	100%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,458,354	1,036,119	1,036,910
Operating Expenses	248,346	155,900	143,328
Total Program Expenditures	1,706,700	1,192,019	1,180,238

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Intergovernmental	418,196	300,000	409,429
Investment Earnings	286	-	-
Miscellaneous Revenue	49,161	2,000	2,000
Operating Revenue Sub-Total	467,643	302,000	411,429
Intergovernmental	23,891	27,000	26,042
Charges for Services	22,508	23,000	22,647
Investment Earnings	(52)	750	600
Other Special Revenue Sub-Total	46,347	50,750	49,289
General Fund Support	1,178,600	807,155	673,014

Program Summary

Department: Clerk of the Superior Court

Program: Financial Services

Net Operating Transfers In/(Out)	(32,700)	-	-
Fund Balance Decrease/(Increase)	46,810	32,114	46,506
Other Funding Sources	-	-	-
Total Program Funding	<u>1,706,700</u>	<u>1,192,019</u>	<u>1,180,238</u>
<hr/>			
<u>Program Staffing FTEs</u>	29.00	19.50	19.25

Program Summary

Department: Clerk of the Superior Court
Program: Information Technology

Function

Provide for the design, development, implementation, support, and management of computerized information systems (software applications and computer hardware) for the department.

Description of Services

Develop and maintain department automation projects. Provide software engineering and maintenance of automation projects. Provide management and support of technology resources. Provide prompt and efficient distribution of court generated documents to the public.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Respond to call center inquiries within 30 minutes	99%	100%	100%
Security system maintained 24 hours a day	100%	100%	100%
Computer systems updated as needed	100%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,095,143	1,102,393	1,359,292
Operating Expenses	43,237	36,100	24,100
Total Program Expenditures	1,138,380	1,138,493	1,383,392

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Charges for Services	211,806	220,000	220,913
Investment Earnings	3,435	5,000	5,000
Other Special Revenue Sub-Total	215,241	225,000	225,913
General Fund Support	693,064	692,994	755,847
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	230,075	220,499	401,632
Other Funding Sources	-	-	-
Total Program Funding	1,138,380	1,138,493	1,383,392

Program Staffing FTEs	12.00	12.00	12.00
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Program Summary

Department: Clerk of the Superior Court
Program: Juvenile Services

Function

Provide court related services to the judicial system and public concerning all juvenile related issues.

Description of Services

Provide a courtroom clerk for every open court hearing; create minute entries of all court procedures; and comply with all constitutional, state, federal, Supreme Court, Appeals Court, local court, and County laws, ordinances, and policies. Distribute minute entries and other court documents to interested parties.

Program Goals & Objectives

- Ensure delinquency cases are processed within 24 hours of filing
- Provide all case files prior to scheduled court hearings
- Provide outstanding service to internal and external customers

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Delinquency cases processed within 24 hours	100%	100%	100%
Case files provided prior to daily court hearings	100%	100%	100%

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	1,659,976	1,756,107	1,767,352
Operating Expenses	30,352	39,500	35,250
Total Program Expenditures	<u>1,690,328</u>	<u>1,795,607</u>	<u>1,802,602</u>
General Fund Support	1,690,328	1,795,607	1,802,602
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,690,328</u>	<u>1,795,607</u>	<u>1,802,602</u>

<u>Program Staffing FTEs</u>	32.00	34.00	34.00
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Program Summary

Department: Clerk of the Superior Court

Program: Probate Services

Function

Oversee all probate cases and all minor and adult guardian and conservator cases. Perform data entry and maintain case management information for the wards of the court including information relating to fiduciaries appointed by the court. (Information is utilized not only by Superior Court, but also by the Supreme Court governing certified fiduciaries.) Conduct various customer service functions such as providing certified copies of wills and letters of administration.

Description of Services

Responsible for filing all probate, trust, and guardianship/conservator cases. Provide service to internal and external customers and provide certified copies of documents and letters of administration.

Program Goals & Objectives

- Process all guardianship cases in a timely manner
- Issue all letters of administration daily

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Letters of administration issued on time	100%	100%	100%
Guardianship cases processed on time	100%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	342,492	337,210	388,094
Operating Expenses	16,680	18,300	21,500
Total Program Expenditures	359,172	355,510	409,594

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Miscellaneous Revenue	18	-	-
Operating Revenue Sub-Total	18	-	-
General Fund Support	359,154	355,510	409,594
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	359,172	355,510	409,594

Program Staffing FTEs	6.00	6.00	6.00
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Program Summary

Department: Clerk of the Superior Court
Program: Records Retention

Function

Provide for the storage of all court documentation (case files) as mandated by state of Arizona guidelines.

Description of Services

Provide storage, along with retrieval and return functions of all court case files for Superior Court and the public as required.

Program Goals & Objectives

- Check all documents thoroughly for accuracy 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Documents checked before placing in storage	100%	100%	100%
Closed case files scanned into AGAVE system	100%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,669,553	1,789,524	1,949,506
Operating Expenses	593,815	259,419	288,468
Capital Equipment > \$5,000	263,519	243,234	-
Total Program Expenditures	2,526,887	2,292,177	2,237,974

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Intergovernmental	47,680	-	-
Charges for Services	503,596	466,000	510,285
Investment Earnings	6,598	9,500	9,000
Other Special Revenue Sub-Total	557,874	475,500	519,285
General Fund Support	1,307,519	1,296,965	1,393,970
Net Operating Transfers In/(Out)	35,137	-	-
Fund Balance Decrease/(Increase)	626,357	519,712	324,719
Other Funding Sources	-	-	-
Total Program Funding	2,526,887	2,292,177	2,237,974

Program Staffing FTEs	31.00	30.00	31.00
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Constables

Expenditures: 1,256,064

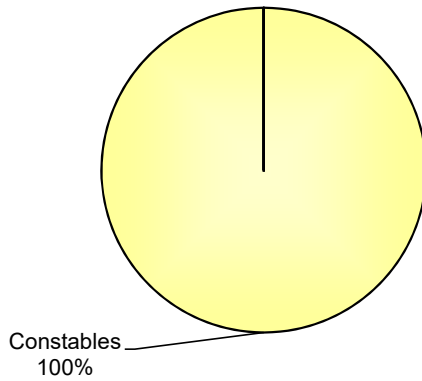
FTEs 13.00

Revenues: 388,424

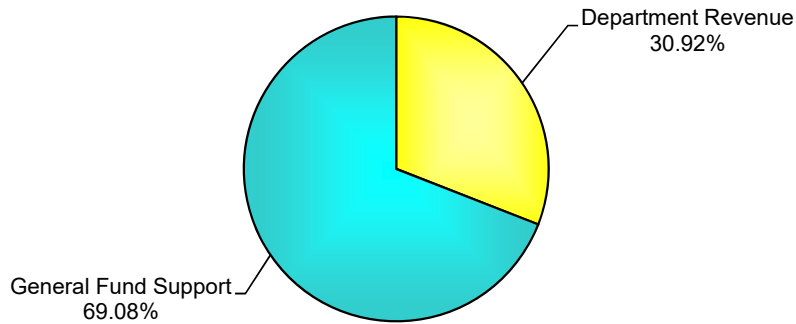
Function Statement: Act as Peace Officer for the Justice Courts. Serve criminal and civil summons. Evict tenants under writs of restitution. Collect debts on writs of execution. Serve restraining orders. Perform arrests and bring defendants to court on civil warrants.

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**

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Constables	1,216,206	1,199,265	1,256,064
Total Expenditures	<u>1,216,206</u>	<u>1,199,265</u>	<u>1,256,064</u>
<u>Funding by Source</u>			
Revenues			
Constables	463,565	388,424	388,424
Total Revenues	<u>463,565</u>	<u>388,424</u>	<u>388,424</u>
General Fund Support	752,641	810,841	867,640
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,216,206</u>	<u>1,199,265</u>	<u>1,256,064</u>
<u>Staffing (FTEs) by Program</u>			
Constables	13.00	13.00	13.00
Total Staffing (FTEs)	<u>13.00</u>	<u>13.00</u>	<u>13.00</u>

Program Summary

Department: Constables

Program: Constables

Function

Serve Justice Court papers as required by ARS 22-102 and 22-131. Act as Peace Officer for the Pima County Justice Courts.

Description of Services

Serve and return civil and criminal court documents. Attend Justice Court when required. Serve criminal and civil papers received from other counties, states, and various official authorities.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Percent of civil papers served	89%	91%	90%
Percent of civil fees collected	95%	95%	95%
Percent of criminal papers served	55%	56%	60%
Percent of domestic violence/harassment orders served	82%	77%	80%
Attempts to serve Justice Court papers	100%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,002,233	1,016,221	1,053,255
Operating Expenses	213,973	181,369	202,009
Capital Equipment > \$5,000	-	1,675	800
Total Program Expenditures	1,216,206	1,199,265	1,256,064

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Intergovernmental	13,866	-	-
Charges for Services	373,170	343,424	343,424
Investment Earnings	14,477	-	-
Miscellaneous Revenue	62,052	45,000	45,000
Operating Revenue Sub-Total	463,565	388,424	388,424
General Fund Support	752,641	810,841	867,640
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	1,216,206	1,199,265	1,256,064

Program Staffing FTEs	13.00	13.00	13.00
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County Attorney

Expenditures: 41,080,247

FTEs 459.00

Revenues: 10,278,708

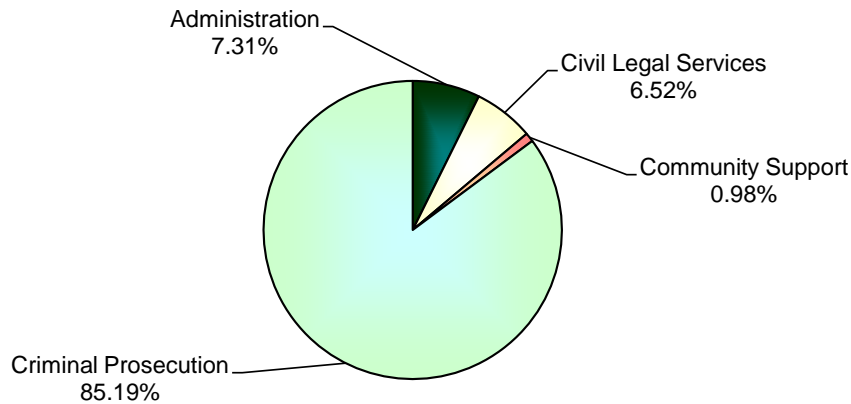
Function Statement:

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

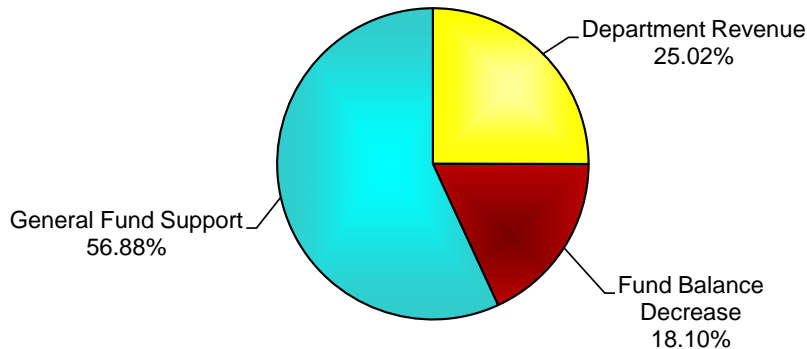
Mandates:

ARS Title 11, Chapter 3, Article 6: County Attorney; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: County Attorney

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Administration	2,904,389	2,867,447	3,004,432
Civil Legal Services	2,298,231	2,883,954	2,679,100
Community Support	301,021	407,359	400,086
Criminal Prosecution	25,974,560	33,993,822	34,996,629
Total Expenditures	<u>31,478,201</u>	<u>40,152,582</u>	<u>41,080,247</u>
<u>Funding by Source</u>			
Revenues			
Administration	89	-	-
Civil Legal Services	102,987	103,000	103,000
Community Support	69,745	175,300	164,300
Criminal Prosecution	9,094,834	10,561,288	10,011,408
Total Revenues	<u>9,267,655</u>	<u>10,839,588</u>	<u>10,278,708</u>
General Fund Support	22,176,945	22,393,190	23,366,262
Net Operating Transfers In/(Out)	(3,418)	(1,000,000)	-
Fund Balance Decrease/(Increase)	37,019	7,919,804	7,435,277
Other Funding Sources	-	-	-
Total Program Funding	<u>31,478,201</u>	<u>40,152,582</u>	<u>41,080,247</u>
<u>Staffing (FTEs) by Program</u>			
Administration	34.00	33.00	31.00
Civil Legal Services	72.00	63.00	61.00
Community Support	10.00	9.00	7.00
Criminal Prosecution	355.00	357.00	360.00
Total Staffing (FTEs)	<u>471.00</u>	<u>462.00</u>	<u>459.00</u>

Program Summary

Department: County Attorney

Program: Administration

Function

Implement programs, procedures, and information technology consistent with the direction and priorities established by the Pima County Attorney. Provide administrative and technical support services in support of departmental missions.

Description of Services

Administer personnel, payroll, purchasing, budget and finance, information technology, and public information services for the department. Set priorities and provide direction for the department as a whole. Comply with Pima County Administrative Procedures and Board of Supervisors Policies. Coordinate activities with County Administration departments. Provide open communications between the Pima County Attorney's Office, other County departments, other governmental agencies, and the public. Provide attorneys and support staff with resources necessary to conduct the affairs of the office while constantly striving for positive returns on investment and ensure compliance with federal and state guidelines, laws, statutes, and local mandates (including Pima County Board of Supervisors Policies, Pima County Administrative Procedures, Pima County Merit System Rules & Personnel Policies, and departmental policies and procedures).

Program Goals & Objectives

- Submit biweekly 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 program audits on a monthly basis and achieve at least a 95% data systems accuracy
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Biweekly payroll submitted on time	100%	100%	100%
Financial reports submitted on time	839	850	840
Witness travel and victim arrangements completed in a timely manner	100%	100%	100%
Increase in volunteers recruited/trained	139	150	160
Help desk ticket satisfaction (1: bad - 5: good)	5	5	5
Network infrastructure uptime (% of 7:00 AM to 6:00 PM / 7 days per week)	100%	100%	100%
Unscheduled network downtime (hours)	2	2	2
Software development schedule adherence	70%	90%	95%
Application training satisfaction (1:bad - 5:good)	5	5	5

Program Summary

Department: County Attorney

Program: Administration

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	2,461,658	2,599,307	2,477,125
Operating Expenses	442,731	268,140	527,307
Total Program Expenditures	2,904,389	2,867,447	3,004,432
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	89	-	-
Operating Revenue Sub-Total	89	-	-
General Fund Support	2,904,414	2,867,447	3,004,432
Net Operating Transfers In/(Out)	(114)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	2,904,389	2,867,447	3,004,432
<u>Program Staffing FTEs</u>	34.00	33.00	31.00

Program Summary

Department: County Attorney

Program: Civil Legal Services

Function

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 taxes 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. Legal services provided include giving legal advice to Pima County client representatives, defending Pima County in all litigation filed against it, prosecuting violations of Pima County ordinances; representing and advising Pima County in administrative hearings; negotiating and drafting contracts, sale and purchase agreements, leases, and other legal documents; and drafting Pima County ordinances, resolutions, and regulations. Provide various legal services required of the Pima County Attorney by state statute, including initiating involuntary mental health commitment actions, enforcing elections laws, enforcing the open meetings law, enforcing conflicts of interest laws, and enforcing other similar regulatory laws relating to public officials and public entities. Where conflicts of interest or other circumstances prevent the civil division from representing Pima County in a particular matter, enlist the services of competent outside legal counsel and prepare and monitor contracts necessary to employ such outside counsel on behalf of Pima County.

Program Goals & 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, inter-governmental 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 Pima County
-

Program Summary

Department: County Attorney
Program: Civil Legal Services

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Savings from successful legal defense	95%	99%	99%
Satisfactory or above ratings on client evaluations for defense of legal proceedings	100%	99%	99%
Revenues and/or fines collected	867,994	750,000	750,000
Cases in which the County prevails in obtaining requested relief	95%	95%	95%
Satisfactory or above ratings on client evaluations for prosecutions of civil actions	100%	99%	99%
Requests for reports/orders acted on within statutory or mutually established deadlines	100%	100%	100%
Hours spent providing legal representation at regularly scheduled meetings of County boards, commissions, departments where legal counsel is required to be present	300	300	300
Satisfactory or above ratings on client evaluations for legal advice and consultation	100%	100%	100%
Routine contracts/amendments/IGAs reviewed	3,100	3,100	3,100
Client education training hours provided	99	100	100
Satisfactory or above ratings on client evaluation forms for education and training programs and services	100%	100%	100%
	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	2,228,964	2,820,871	2,657,180
Operating Expenses	69,267	63,083	21,920
Total Program Expenditures	2,298,231	2,883,954	2,679,100
Program Funding by Source			
Revenues			
Miscellaneous Revenue	802	-	-
Operating Revenue Sub-Total	802	-	-
Intergovernmental	97,687	100,000	100,000
Investment Earnings	4,498	3,000	3,000
Other Special Revenue Sub-Total	102,185	103,000	103,000
General Fund Support	2,290,748	2,509,203	2,434,750
Net Operating Transfers In/(Out)	-	(1,000,000)	-
Fund Balance Decrease/(Increase)	(95,504)	1,271,751	141,350
Other Funding Sources	-	-	-
Total Program Funding	2,298,231	2,883,954	2,679,100
Program Staffing FTEs	72.00	63.00	61.00

Program Summary

Department: County Attorney
Program: Community Support

Function

88-Crime program is the Pima County Attorney's Office anonymous tip line for citizens to report information to help solve crimes. The information is channeled to law enforcement. This program provides the community an opportunity to assist in the fight against crime safely and confidentially. 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 diversion program which provides an alternative to prosecution for youth ages 8-17. 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 & 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
- Work with the schools in the community bringing the Campus Crime Stopper Program into the schools
- Increase community use of hotline
- Increase participation at community events by 88-Crime
- Increase the number of businesses and individuals who use the Bad Check Program
- Maintain the amount of restitution returned to victims of newly submitted bad checks
- 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
- Increase the amount of donated gun locks to the community to promote gun safety and decrease accidental shootings
- Provide training to agency staff, Community Justice Board volunteers, and community organizations

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Anonymous tips	2,856	3,150	3,500
Contacts at community events	21,700	22,000	23,000
Presentations and media outreach	17	35	45
Bad Check Program participants	9,355	9,405	9,450
Bad checks submitted	513	240	132
Restitution collected	\$172,171	\$137,771	\$110,171
CARGO events	18	20	20
Gun locks donated	9,066	9,500	10,000
CJB/staff training programs	22	24	32
Community Justice Boards	17	18	19

Program Summary

Department: County Attorney
Program: Community Support

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	262,011	346,144	357,961
Operating Expenses	39,010	61,215	42,125
Total Program Expenditures	301,021	407,359	400,086
<u>Program Funding by Source</u>			
Revenues			
Fines & Forfeits	69,632	175,000	164,000
Investment Earnings	113	300	300
Other Special Revenue Sub-Total	69,745	175,300	164,300
General Fund Support	215,855	203,132	180,365
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	15,421	28,927	55,421
Other Funding Sources	-	-	-
Total Program Funding	301,021	407,359	400,086
<u>Program Staffing FTEs</u>	10.00	9.00	7.00

Program Summary

Department: County Attorney

Program: Criminal Prosecution

Function

Represent the state in felony and juvenile matters occurring throughout Pima County and all misdemeanor cases occurring in unincorporated areas of Pima County. Provide advocacy and crisis intervention for victims and witnesses via the Victim Services Division.

Description of Services

Prosecute in the court systems those individuals charged with felony, misdemeanor, and juvenile crimes. Review all felony cases presented by law enforcement to determine whether or not the admissible evidence is sufficient to file criminal charges. Present all felony filings for probable cause determination either to a magistrate at a preliminary hearing or to a grand jury. Review all juvenile physical and paper referrals presented by law enforcement to determine whether or not the admissible evidence is sufficient to file criminal charges. Investigate and prosecute racketeering crime and administer resources for all Pima County law enforcement agencies via the Antiracketeering Program. Offer diversion programs to low level offenders as an alternative to prosecution. Maintain a unit specifically designed for the purpose of victim notification to ensure that all victims are notified of all criminal proceedings as mandated by Arizona Revised Statutes. Serve and protect the rights of the citizens of Pima County to life, liberty, personal security, and security of property by enforcing the criminal laws of the state of Arizona.

Program Goals & Objectives

- Hold criminals accountable for violations of the law by investigating and prosecuting criminal cases in a manner that maximizes public safety
 - Review all felony cases presented by law enforcement to determine whether or not the admissible evidence is sufficient to file criminal charges
 - Target dangerous, violent, and repetitive criminal defendants for trial
 - Process all requests for subpoenas, arrest warrants, interviews, and investigations
 - Prosecute all misdemeanor cases filed by law enforcement in Justice Courts
 - Provide 24 hour/7 day a week call out services to law enforcement for legal advice in homicides, sex crimes, gang, and narcotic investigations
 - Provide attorney for day and night initial appearances 365 days a year to ensure appropriate release conditions are recommended to maximize public safety
 - Prevent re-victimization by creating an environment where victims are treated with dignity, compassion, and respect
 - Provide crisis intervention and victimology training to citizens, volunteers, and prosecutors
 - 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 court room support and assistance to victims and witnesses at legal proceedings, hearings, and trials
 - Maximize Victim Compensation funds available to victims by pursuing negotiated rates with providers and requesting restitution to recover expenses paid to victims
 - 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
-

Program Summary

Department: County Attorney
Program: Criminal Prosecution

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Felony cases presented for review by law enforcement Percent of violent, dangerous, repetitive offenders tried	9,445	10,000	10,000
Juvenile cases presented for review by law enforcement	65%	70%	70%
Requests for investigative services	4,295	4,000	4,000
Felony written victim notifications	9,211	11,000	11,000
Victim restitutions processed within guidelines	61,436	62,975	63,250
Initial appearances hearings (two per day) attended	100%	100%	100%
Total number of services provided to victims by victim advocates	730	730	730
Cost savings achieved by using a volunteer force to help provide victim services.	67,824	75,000	80,000
Average number of days to process claims	\$384,900	\$400,000	\$420,000
Claims processed within 60 days	30	30	30
Total claims processed	100%	100%	100%
Total volunteer hours	288	300	325
Legal reviews and corresponding disbursements of funds to local law enforcement agencies	19,245	20,000	21,000
Total number of victim contacts by advocates	101	104	103
Total number of victims served by victim advocates	35,710	40,000	45,000
	8,291	10,000	12,000

Program Summary

Department: County Attorney
Program: Criminal Prosecution

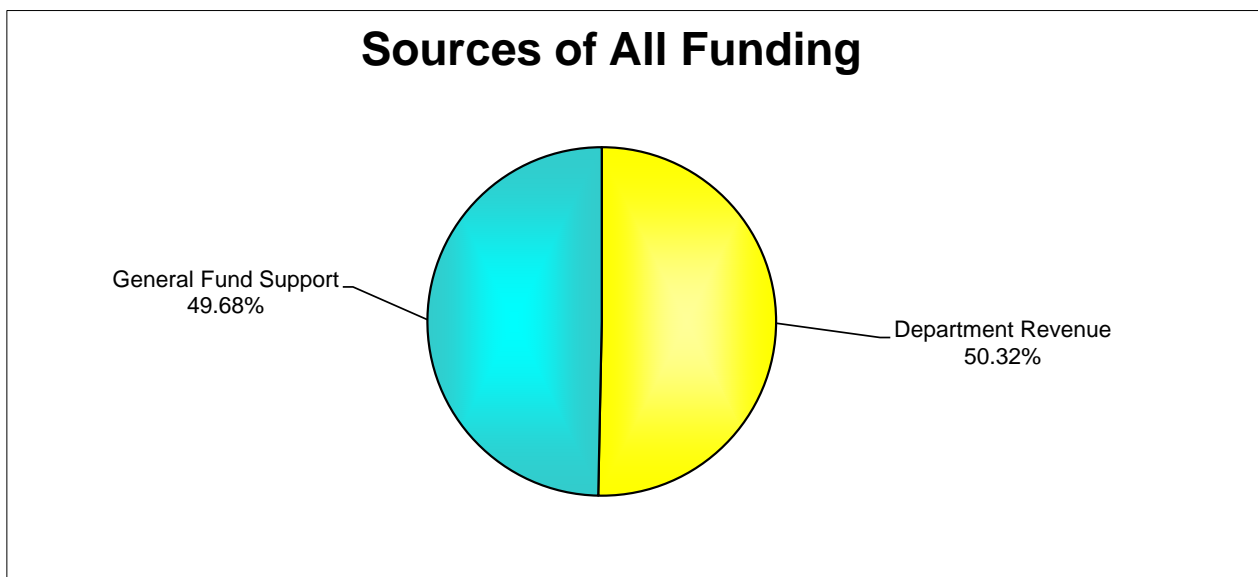
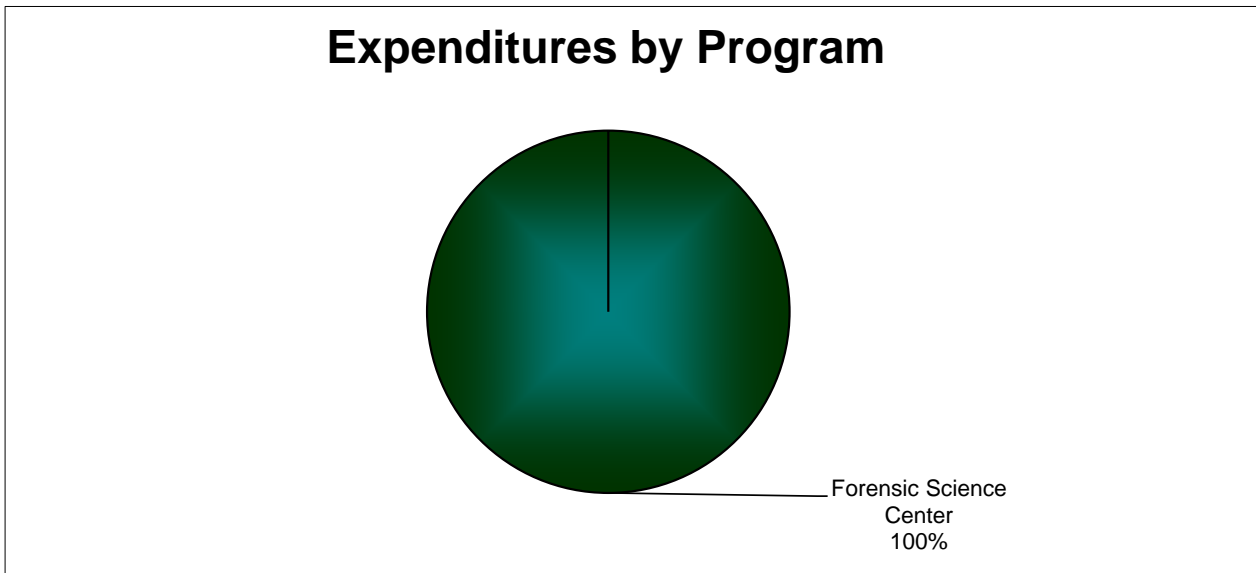
	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	18,274,435	21,748,113	23,179,929
Operating Expenses	7,596,186	12,055,709	11,530,100
Capital Equipment > \$5,000	103,939	190,000	286,600
Total Program Expenditures	<u>25,974,560</u>	<u>33,993,822</u>	<u>34,996,629</u>
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	44,497	-	24,900
Charges for Services	128	-	-
Fines & Forfeits	87,165	60,000	60,000
Investment Earnings	(85)	-	-
Miscellaneous Revenue	27,504	-	-
Operating Revenue Sub-Total	<u>159,209</u>	<u>60,000</u>	<u>84,900</u>
Intergovernmental	1,110,372	1,874,512	1,088,573
Fines & Forfeits	4,858,734	3,080,000	2,830,000
Investment Earnings	43,399	84,800	59,800
Miscellaneous Revenue	475,625	1,465,000	1,104,000
Other Special Revenue Sub-Total	<u>6,488,130</u>	<u>6,504,312</u>	<u>5,082,373</u>
Intergovernmental	2,447,118	3,868,277	4,844,135
Miscellaneous Revenue	377	128,699	-
Grant Revenue Sub-Total	<u>2,447,495</u>	<u>3,996,976</u>	<u>4,844,135</u>
General Fund Support	16,765,928	16,813,408	17,746,715
Net Operating Transfers In/(Out)	(3,304)	-	-
Fund Balance Decrease/(Increase)	117,102	6,619,126	7,238,506
Other Funding Sources	-	-	-
Total Program Funding	<u>25,974,560</u>	<u>33,993,822</u>	<u>34,996,629</u>
<hr/>			
<u>Program Staffing FTEs</u>	355.00	357.00	360.00

Forensic Science Center

Expenditures: 3,726,926 FTEs 32.00 Revenues: 1,891,000

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



Department Summary by Program

Department: Forensic Science Center

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Forensic Science Center	3,518,208	3,747,942	3,726,926
Total Expenditures	<u>3,518,208</u>	<u>3,747,942</u>	<u>3,726,926</u>
<u>Funding by Source</u>			
Revenues			
Forensic Science Center	1,581,826	1,881,450	1,891,000
Total Revenues	<u>1,581,826</u>	<u>1,881,450</u>	<u>1,891,000</u>
General Fund Support	1,971,402	1,887,117	1,866,726
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(35,020)	(20,625)	(30,800)
Other Funding Sources	-	-	-
Total Program Funding	<u>3,518,208</u>	<u>3,747,942</u>	<u>3,726,926</u>
<u>Staffing (FTEs) by Program</u>			
Forensic Science Center	33.00	33.00	32.00
Total Staffing (FTEs)	<u>33.00</u>	<u>33.00</u>	<u>32.00</u>

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 36, 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 & Objectives

- Maintain the highest possible quality of death investigation standards
 - Respond to requests for body removal within 60-90 minutes no less than 95% of the time
 - Complete at least 95% of cremation authorizations within 2 days
 - Prepare a minimum of 85% of reports within 3-4 weeks
 - Respond to at least 95% of outside personnel, families, etc. within 2 days

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Requests to remove bodies responded to within 60-90 minutes	90%	95%	95%
Cremation authorization completed within 2 days	90%	95%	95%
Reports prepared within 3-4 weeks	70%	85%	85%
Respond to outside personnel, families, etc. within 2 days	90%	95%	95%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	3,044,551	3,123,996	3,159,095
Operating Expenses	473,130	623,946	567,831
Capital Equipment > \$5,000	527	-	-
Total Program Expenditures	3,518,208	3,747,942	3,726,926

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Charges for Services	1,487,934	1,790,500	1,792,200
Miscellaneous Revenue	35,500	40,200	38,500
Operating Revenue Sub-Total	1,523,434	1,830,700	1,830,700
Charges for Services	22,464	15,000	25,000
Investment Earnings	408	200	300
Miscellaneous Revenue	35,520	35,550	35,000
Other Special Revenue Sub-Total	58,392	50,750	60,300

Program Summary

Department: Forensic Science Center

Program: Forensic Science Center

General Fund Support	1,971,402	1,887,117	1,866,726
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(35,020)	(20,625)	(30,800)
Other Funding Sources	-	-	-
Total Program Funding	<u><u>3,518,208</u></u>	<u><u>3,747,942</u></u>	<u><u>3,726,926</u></u>
<u>Program Staffing FTEs</u>	33.00	33.00	32.00

Justice Court Ajo

Expenditures: 721,399

FTEs 11.00

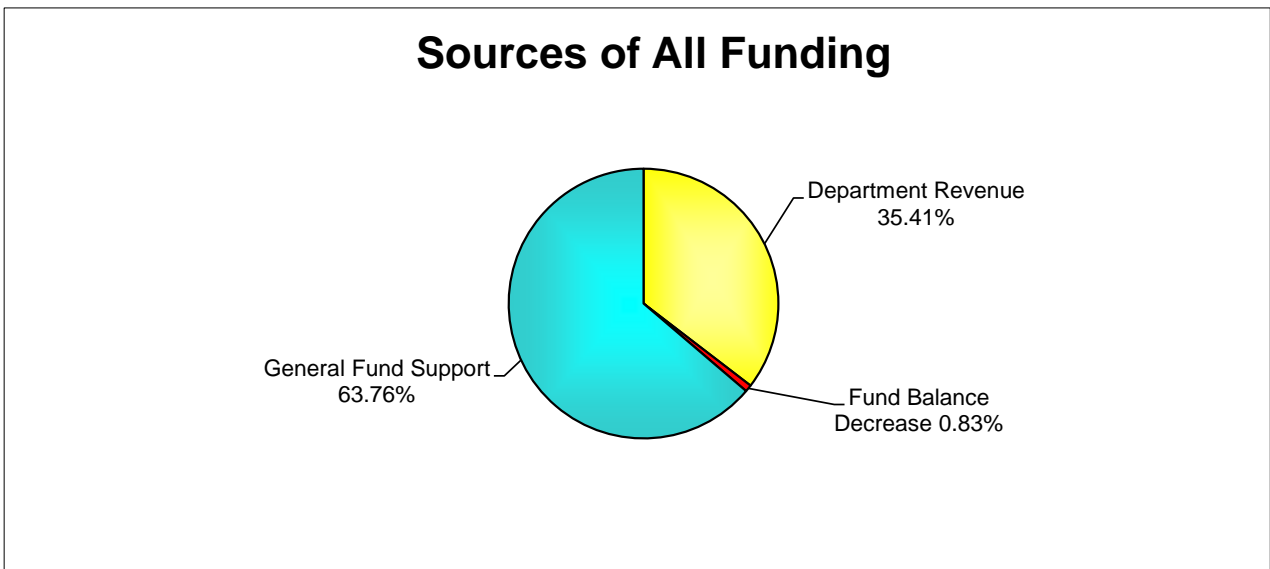
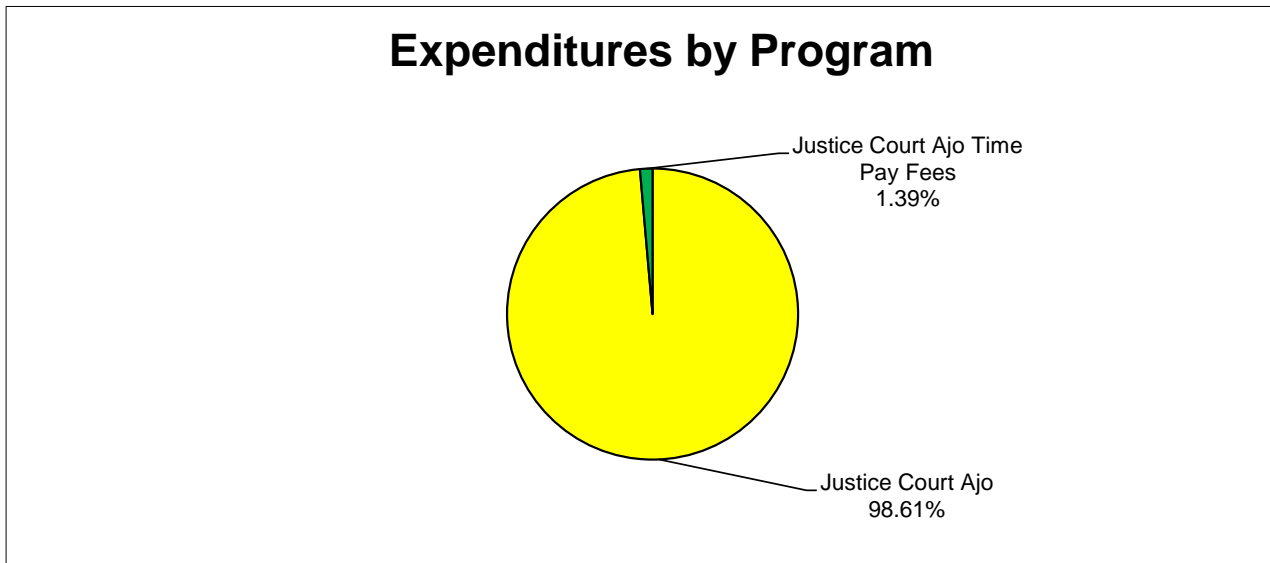
Revenues: 255,455

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



Department Summary by Program

Department: **Justice Court Ajo**

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Justice Court Ajo	671,595	687,212	711,399
Justice Court Ajo Time Pay Fees	1,125	-	10,000
Total Expenditures	<u>672,720</u>	<u>687,212</u>	<u>721,399</u>
<u>Funding by Source</u>			
Revenues			
Justice Court Ajo	179,107	248,455	248,455
Justice Court Ajo Time Pay Fees	3,826	7,000	7,000
Total Revenues	<u>182,933</u>	<u>255,455</u>	<u>255,455</u>
General Fund Support	497,061	442,877	459,944
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(7,274)	(11,120)	6,000
Other Funding Sources	-	-	-
Total Program Funding	<u>672,720</u>	<u>687,212</u>	<u>721,399</u>
<u>Staffing (FTEs) by Program</u>			
Justice Court Ajo	11.00	11.00	11.00
Total Staffing (FTEs)	<u>11.00</u>	<u>11.00</u>	<u>11.00</u>

Program Summary

Department: Justice Court Ajo

Program: Justice Court Ajo

Function

Provide prompt and consistent delivery of services to the public, litigants, and attorneys within the judicial precinct in compliance with court mandates.

Description of Services

Comply with court policies, procedures, rules, and Arizona Revised Statutes. Act as liaison between Ajo Justice Court and the Pima County Sheriff Department. Provide information to the public regarding other County agencies. Maintain orderly, complete, and accurate records. Collect and disburse monies in accordance with statutes, County ordinances, and court orders. Prepare monthly statistical reports pertaining to case filings, domestic violence hearings, and orders of protection. Provide administrative support to the Justice of the Peace pertaining to records, case management, courtroom services, and judicial operations. Provide interpreter services, services of counsel, and jurors for jury trial. Collect restitution and fees from probationers. Screen probationers for needs and risk to the community and provide appropriate services. Provide drug and alcohol treatment programs for probationers. Provide prompt and orderly disposition of civil, criminal, and traffic cases. Be responsive and receptive to the needs of victims, defendants, and self represented litigants. Contribute to the quality of life in our community by fairly, impartially, and promptly administering justice in an effective, accountable, and professional manner. Serve and protect society while offering selected offenders the opportunity to become law abiding and productive citizens.

Program Goals & Objectives

- Comply with court policies and County policies and procedures
 - Comply with the Minimum Accounting Standards for the State Auditor General and Supreme Court
 - Dispense/exonerate bonds and overpayments in a timely manner as set forth by Minimum Accounting Standards
 - Maintain court ledgers along with the computer system and ensure that monies are being distributed to the appropriate accounts and agencies
 - Provide prompt, courteous, and expeditious service to the public while processing cases in a timely manner
 - Complete docketing and minute entries prior to the conclusion of courtroom proceedings
 - Hold probationers accountable and offer rehabilitative services designed to reduce or eliminate future criminal activity
 - Supervise DUI and domestic violence probationers to ensure compliance with court orders
 - Initiate court action of debtors that have not paid by their payment due date
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Delinquent cases to be entered into collections	490	262	372
Court staff compliant with all state mandated training	100%	100%	100%
Minimum accounting standards compliant	100%	100%	100%
Minute entries filed	738	620	679
Bonds exonerated and refunded	100%	100%	100%
Probationers requiring court assessment	100%	100%	100%

Program Summary

Department: Justice Court Ajo

Program: Justice Court Ajo

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	552,791	551,244	559,518
Operating Expenses	118,804	135,968	151,881
Total Program Expenditures	671,595	687,212	711,399
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	16,529	15,352	15,352
Charges for Services	15,860	26,914	26,914
Fines & Forfeits	133,765	195,839	195,839
Miscellaneous Revenue	2,286	350	350
Operating Revenue Sub-Total	168,440	238,455	238,455
Charges for Services	9,219	9,000	9,000
Fines & Forfeits	1,448	1,000	1,000
Other Special Revenue Sub-Total	10,667	10,000	10,000
General Fund Support	497,061	442,877	459,944
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(4,573)	(4,120)	3,000
Other Funding Sources	-	-	-
Total Program Funding	671,595	687,212	711,399
<hr/>			
<u>Program Staffing FTEs</u>	11.00	11.00	11.00

Program Summary

Department: Justice Court Ajo
Program: Justice Court Ajo Time Pay Fees

Function

Collect and record time payment fees assessed on each person who pays (on a time payment basis) a court ordered penalty, fine, or sanction.

Description of Services

Assess a fee when a fine/civil sanction is imposed and the fine/civil sanction is not paid in full.

Program Goals & Objectives

- Collect all Justice Court time payment fees
- Comply with ARS Title 12, Chapter 116: Time Payment Fee

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Cases assessed time payment fee	1,013	732	873

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Operating Expenses	1,125	-	10,000
Total Program Expenditures	1,125	-	10,000

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Charges for Services	3,374	7,000	7,000
Investment Earnings	452	-	-
Other Special Revenue Sub-Total	3,826	7,000	7,000
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(2,701)	(7,000)	3,000
Other Funding Sources	-	-	-
Total Program Funding	1,125	-	10,000

Justice Court Green Valley

Expenditures: 624,856

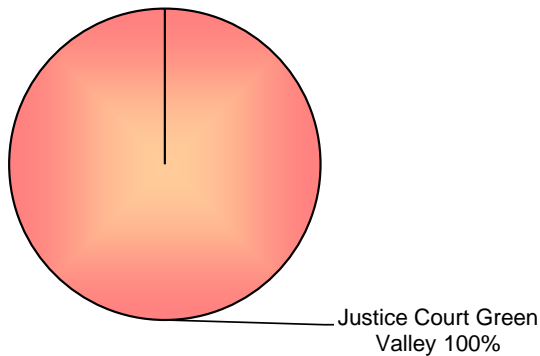
FTEs 9.50

Revenues: 215,101

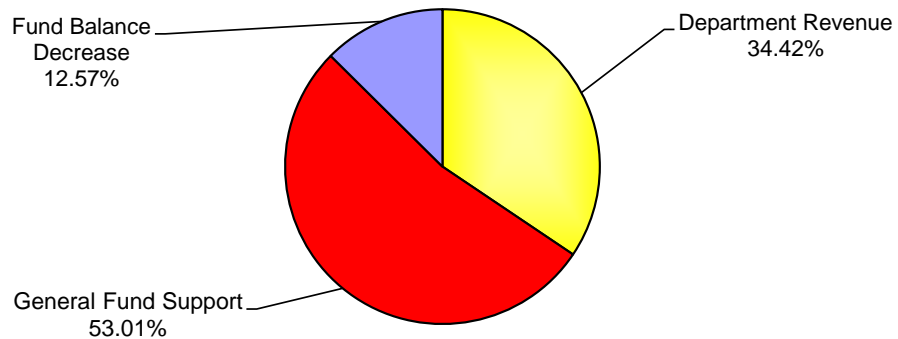
Function Statement: Provide prompt and consistent delivery of judicial services according to law with respect and fairness to all parties. Coordinate the prompt and orderly disposition of civil, criminal, and traffic cases. Manage court services efficiently and effectively. Collect and disburse fees 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

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Justice Court Green Valley	524,518	838,331	624,856
Total Expenditures	<u>524,518</u>	<u>838,331</u>	<u>624,856</u>
<u>Funding by Source</u>			
Revenues			
Justice Court Green Valley	266,655	295,570	215,101
Total Revenues	<u>266,655</u>	<u>295,570</u>	<u>215,101</u>
General Fund Support	280,318	247,671	331,193
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(22,455)	295,090	78,562
Other Funding Sources	-	-	-
Total Program Funding	<u>524,518</u>	<u>838,331</u>	<u>624,856</u>
<u>Staffing (FTEs) by Program</u>			
Justice Court Green Valley	9.50	8.50	9.50
Total Staffing (FTEs)	<u>9.50</u>	<u>8.50</u>	<u>9.50</u>

Program Summary

Department: Justice Court Green Valley

Program: Justice Court Green Valley

Function

Adjudicate cases in which exclusive or concurrent jurisdiction has been established by state constitution or statute in a manner that is timely, efficient and impartial. Coordinate all non-judicial activities of the court, including but not limited to, personnel, budget, technology, staff training and education, facilities management and all services related to case processing and administrative support the justice of the peace and judges pro tem.

Description of Services

Judicial Services includes adjudicate cases which have misdemeanor and criminal offenses punishable by a fine not exceeding \$2,500 or imprisonment in the County jail not to exceed 6 months or by both fine and imprisonment; criminal and civil traffic cases filed pursuant to Title 28; civil actions when the amount involved, exclusive of interest, costs and awarded attorney fees when authorized by law is \$5,000 or less; Concurrent jurisdiction with Superior Court when the amount exceeds \$5,000 but is less than \$10,000; protective Orders; concurrent jurisdiction with Superior Court in eviction actions when the amount involved is less than \$10,000; small Claims proceedings when the amount involved does not exceed \$3,500.

Administrative Services includes Human Resources which prepare and process employee leave requests, personnel action forms, workers compensation claims, County risk management reports, employee insurance forms and submit payroll to County finance within established deadlines. Maintain and update salary information and work to select the most qualified applicants for positions within the court at competitive salaries. Monitor employee Council On Judicial Education and Training requirements for compliance; Finance oversees the overall financial management of the court including: accounts payable, accounts receivable, collection and processing of court ordered fines, fees and assessments, payroll preparation, budget preparation and monitoring, financial reporting to court, county and state agencies, financial planning and analysis, grant preparation, assurance of compliance with generally accepted accounting principles and Arizona Supreme Court Minimum Accounting Standards, preparation and negotiation of contracts, pursue outside collection efforts. Customer Service provides direct customer service to persons filing court documents; paying court ordered fines, fees and assessments; and requesting information related to cases and court processes. Court Services maintains accurate and complete case files; docket cases and all related case information into the case management system; prepare and forward all court-related documents to criminal justice agencies and attorneys as required; calendar cases for hearings; arrange pro tem coverage and interpreter services when required; prepare and monitor court records for retention and destruction; and prepare statistical reports and other reports as prescribed by law. Facility Management oversees court security contract services; submit facility maintenance and repair requests.

Program Goals & Objectives

- Maintain a professional workforce and improve operational efficiencies
 - Hire exceptionally qualified individuals who are motivated to serve the public
 - Foster and encourage staff cross-training
 - Implement document imaging
 - Develop additional desk procedures to ensure staff accuracy in processing cases
- Improve Access to Court
 - Improve court website by providing the capability of on-line payments; access to forms in accordance with Federal mandates in both English and Spanish and provide more comprehensive information about court processes for self-represented litigants
- Case processing
 - Implement and monitor case processing standards as directed by Arizona Supreme Court
 - Update court forms

Program Summary

Department: Justice Court Green Valley

Program: Justice Court Green Valley

- Improve proficiency with new case management system and work with Administrative Office of The Courts to improve its functionality
 - Continue to identify issues/problems with system functionality and communicate with AOC in an effort towards resolution.
 - Become more proficient in utilizing the new case management system.

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Adjudicate cases within newly adopted Supreme Court case processing standards	98%	98%	100%
Continue to cross-train staff on court functions	yes	yes	yes
Develop and update desk procedure manuals	yes	yes	yes
Scan all new case filings	3537	3,500	3,500
Submit delinquent collections to Fine/Fee And Restitution Enforcement	100%	100%	100%
Worked with the AOC to implement online payments within the new case management system	n/a	yes	yes
Conduct desk audits to ensure work is being performed accurately and in accordance with court procedures	25%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Personnel Services	479,578	543,616	528,181
Operating Expenses	44,940	294,715	96,675
Total Program Expenditures	524,518	838,331	624,856

<u>Program Funding by Source</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Revenues			
Intergovernmental	19,492	21,060	21,060
Charges for Services	43,944	20,000	47,721
Fines & Forfeits	169,972	225,000	119,520
Miscellaneous Revenue	100	-	-
Operating Revenue Sub-Total	233,508	266,060	188,301
Charges for Services	27,173	27,510	24,800
Fines & Forfeits	4,331	2,000	2,000
Investment Earnings	1,643	-	-
Other Special Revenue Sub-Total	33,147	29,510	26,800
General Fund Support	280,318	247,671	331,193
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(22,455)	295,090	78,562
Other Funding Sources	-	-	-
Total Program Funding	524,518	838,331	624,856

Program Summary

Department: Justice Court Green Valley
Program: Justice Court Green Valley

<u>Program Staffing FTEs</u>	9.50	8.50	9.50
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Justice Courts Tucson

Expenditures: 8,745,018

Revenues: 7,681,692

FTEs 134.00

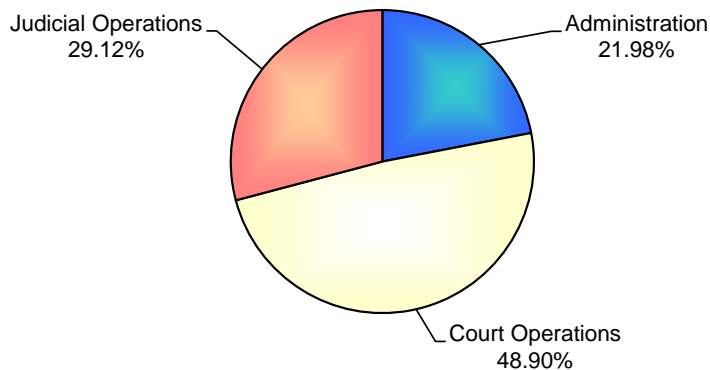
Function Statement:

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.

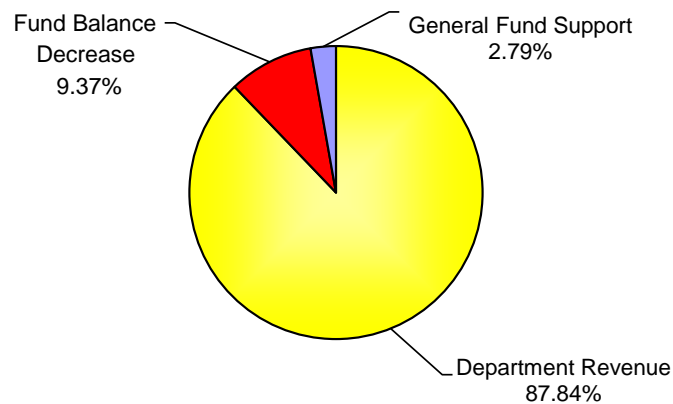
Mandates:

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 Court Tucson

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Administration	1,599,116	1,897,004	1,921,940
Court Operations	3,800,838	4,184,023	4,276,484
Judicial Operations	2,203,757	2,503,075	2,546,594
Total Expenditures	<u>7,603,711</u>	<u>8,584,102</u>	<u>8,745,018</u>
<u>Funding by Source</u>			
Revenues			
Administration	5,065,387	4,918,692	4,918,692
Court Operations	931,388	1,145,200	1,145,000
Judicial Operations	1,417,449	1,618,000	1,618,000
Total Revenues	<u>7,414,224</u>	<u>7,681,892</u>	<u>7,681,692</u>
General Fund Support	295,913	67,357	243,628
Net Operating Transfers In/(Out)	(200)	-	-
Fund Balance Decrease/(Increase)	(106,226)	834,853	819,698
Other Funding Sources	-	-	-
Total Program Funding	<u>7,603,711</u>	<u>8,584,102</u>	<u>8,745,018</u>
<u>Staffing (FTEs) by Program</u>			
Administration	29.00	29.00	28.00
Court Operations	93.00	87.50	89.00
Judicial Operations	20.00	15.00	17.00
Total Staffing (FTEs)	<u>142.00</u>	<u>131.50</u>	<u>134.00</u>

Program Summary

Department: Justice Court Tucson

Program: Administration

Function

Coordinate all non-judicial court activities. Provide, administer, and execute state and local court policies and procedures. Maintain accurate financial records. Collect, deposit, and disburse monies. Prepare monthly statistical reports pertaining to case filings, domestic violence hearings and orders of protection, and monthly judicial productivity numbers. Identify and report monthly collection of revenues by account. Comply with employment law and accounting procedures. Provide and coordinate internal and external training to meet Administrative Office of the Courts (AOC) and Council on Judicial Education and Training (COJET) requirements. Maintain and enhance automated systems and website for court personnel and the general public.

Description of Services

Coordinate all non-judicial activities of the court, including but not limited to personnel, budget, security, technology, staff training and education, facilities management, and all services related to case processing and administrative support to eight justices of the peace and judges pro tem.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Total funds collected by the court	\$15,519,886	\$15,000,000	\$15,000,000
Total Pima County revenues collected by the court	\$7,414,224	\$7,681,892	\$7,681,692
Number of positions managed	142	132	134
Public usage of buildings by number of individuals	255,287	364,000	500,000
Contraband discovered and confiscated	9,774	13,000	14,000

Program Summary

Department: Justice Court Tucson

Program: Administration

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	1,263,162	1,607,812	1,700,017
Operating Expenses	335,954	289,192	221,923
Total Program Expenditures	1,599,116	1,897,004	1,921,940
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	168,576	-	-
Charges for Services	2,158,597	2,150,500	2,150,500
Fines & Forfeits	2,638,483	2,712,192	2,712,192
Investment Earnings	646	-	-
Miscellaneous Revenue	99,085	56,000	56,000
Operating Revenue Sub-Total	5,065,387	4,918,692	4,918,692
General Fund Support	(3,466,271)	(3,021,688)	(2,996,752)
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	1,599,116	1,897,004	1,921,940
<u>Program Staffing FTEs</u>	29.00	29.00	28.00

Program Summary

Department: Justice Court Tucson

Program: Court Operations

Function

Process cases in compliance with statutes and rules of court to provide services to the public in cases for which the court has exclusive or concurrent jurisdiction as established by state constitution or statute.

Description of Services

Process all types of cases accurately, efficiently, and expeditiously. Provide service to the public, litigants, jurors, attorneys, and members of the bar; record case proceedings; maintain case files and court records. Prepare and distribute court notices and minute entries. Respond to phone and internet questions and requests for information. Schedule and maintain records of court events.

Program Goals & Objectives

- Provide prompt and consistent delivery of services to the public, litigants, and attorneys
- Acquire new case management system
- Image court documents into electronic case files
- Continue training staff to improve their knowledge of court procedures and processing that will increase customer service as well as accuracy and efficiency in processing court documents
- Improve Department of Public Safety (DPS) disposition reporting

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Total case filings - Criminal Traffic	9,548	10,000	10,000
Total case filings - Civil Traffic	41,039	41,000	42,000
Total case filings - Misdemeanor	18,503	18,500	19,000
Total case filings - Civil	32,417	32,500	33,000
Total case filings - Local Ordinance	326	300	300
Total case filings - Felony	18,188	18,200	18,200
Total telephone calls requesting information	67,992	83,674	93,674
Individuals assisted at window	74,935	73,987	74,000
Case images scanned	1,378,585	657,440	700,000

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	3,499,545	3,613,965	3,780,140
Operating Expenses	301,293	570,058	496,344
Total Program Expenditures	<u>3,800,838</u>	<u>4,184,023</u>	<u>4,276,484</u>

<u>Program Funding by Source</u>			
Revenues			
Charges for Services	571,042	780,000	780,000
Operating Revenue Sub-Total	<u>571,042</u>	<u>780,000</u>	<u>780,000</u>
Charges for Services	252,487	265,200	265,000
Fines & Forfeits	107,857	100,000	100,000
Miscellaneous Revenue	2	-	-
Other Special Revenue Sub-Total	<u>360,346</u>	<u>365,200</u>	<u>365,000</u>
General Fund Support	2,914,582	2,726,816	2,878,541

Program Summary

Department: Justice Court Tucson

Program: Court Operations

Net Operating Transfers In/(Out)	117	-	-
Fund Balance Decrease/(Increase)	(45,249)	312,007	252,943
Other Funding Sources	-	-	-
Total Program Funding	<u>3,800,838</u>	<u>4,184,023</u>	<u>4,276,484</u>
<hr/>			
<u>Program Staffing FTEs</u>	93.00	87.50	89.00

Program Summary

Department: Justice Court Tucson
Program: Judicial Operations

Function

Adjudicate cases in which exclusive or concurrent jurisdiction has been established by state constitution or statute.

Description of Services

Adjudicate cases including misdemeanor and criminal offenses punishable by a fine not exceeding \$2,500 or imprisonment in the County jail not to exceed six months or by both fine and imprisonment; felonies for the purpose of commencing action, issuing warrants, conducting preliminary hearings, and holding the defendant to answer to the Superior Court or dismissing charges for failure to show probable cause; initial appearances in compliance with Arizona Rules of Criminal Procedure 4.1; civil actions when the amount involved, exclusive of interest, costs, and awarded attorney fees when authorized by law, is \$10,000 or less; domestic violence and harassment cases; concurrent jurisdiction with Superior Court in cases of forcible entry and detainer when the amount involved is less than \$10,000; matters involving possession of, but not title to, real property; and small claims proceedings when the amount involved does not exceed \$3,500.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Disposition rate	102%	103%	103%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,629,014	1,684,722	1,902,367
Operating Expenses	567,989	668,353	494,227
Capital Equipment > \$5,000	6,754	150,000	150,000
Total Program Expenditures	2,203,757	2,503,075	2,546,594

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Intergovernmental	-	168,000	168,000
Charges for Services	818,063	1,000,000	1,000,000
Miscellaneous Revenue	4,795	-	-
Operating Revenue Sub-Total	822,858	1,168,000	1,168,000
Charges for Services	490,050	450,000	450,000
Investment Earnings	7,625	-	-
Other Special Revenue Sub-Total	497,675	450,000	450,000
Intergovernmental	96,916	-	-
Grant Revenue Sub-Total	96,916	-	-
General Fund Support	847,602	362,229	361,839
Net Operating Transfers In/(Out)	(317)	-	-
Fund Balance Decrease/(Increase)	(60,977)	522,846	566,755

Program Summary

Department: Justice Court Tucson

Program: Judicial Operations

Other Funding Sources	-	-	-
Total Program Funding	<u>2,203,757</u>	<u>2,503,075</u>	<u>2,546,594</u>
<u>Program Staffing FTEs</u>	20.00	15.00	17.00

Juvenile Court

Expenditures: 33,199,676

FTEs 446.75

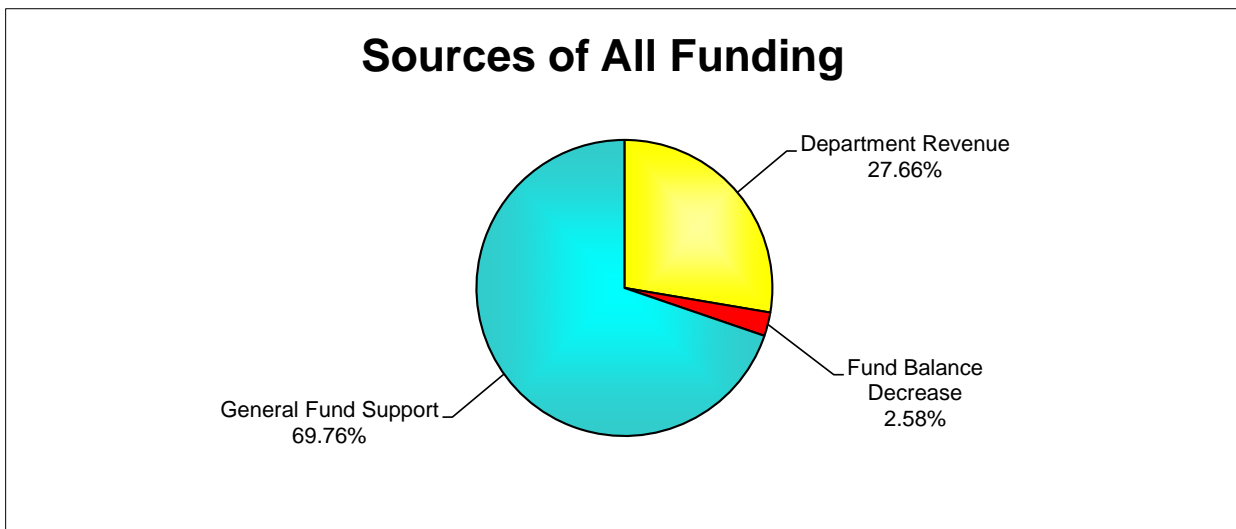
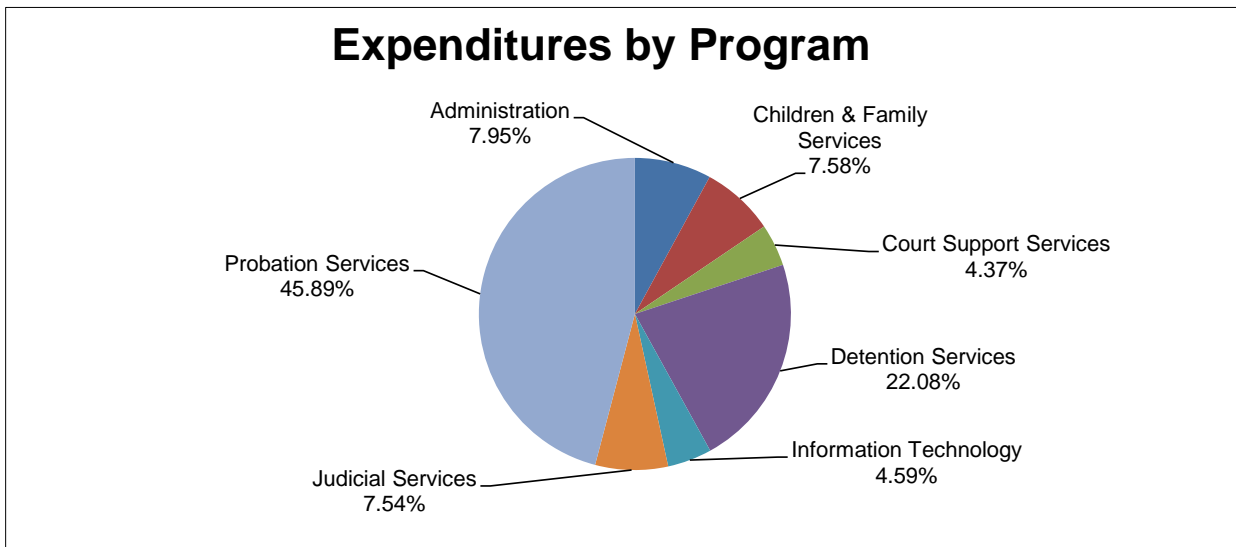
Revenues: 9,183,105

Function Statement:

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

Mandates:

ARS Title 8: Children; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries; ARS Title 25: Marital and Domestic Relations



Department Summary by Program

Department: **Juvenile Court**

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Expenditures by Program</u>			
Administration	3,067,764	2,382,272	2,640,542
Children & Family Svcs	2,449,692	1,717,056	2,515,593
Court Support Services	1,388,104	1,373,648	1,451,339
Detention Services	6,810,294	7,742,223	7,329,049
Information Technology	1,503,635	1,522,127	1,524,476
Judicial Services	2,392,809	2,525,700	2,502,606
Probation Services	12,976,602	15,210,567	15,236,071
Total Expenditures	30,588,900	32,473,593	33,199,676
<u>Funding by Source</u>			
Revenues			
Administration	359,454	300,775	439,334
Children & Family Svcs	1,120,665	979,587	1,058,621
Court Support Services	100	-	-
Detention Services	88,465	100,000	100,000
Information Technology	3	-	-
Judicial Services	44	-	-
Probation Services	6,278,701	7,926,173	7,585,150
Total Revenues	7,847,432	9,306,535	9,183,105
General Fund Support	22,683,710	22,497,546	23,158,493
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	57,758	669,512	858,078
Other Funding Sources	-	-	-
Total Program Funding	30,588,900	32,473,593	33,199,676
<u>Staffing (FTEs) by Program</u>			
Administration	30.50	28.25	30.25
Children & Family Svcs	43.00	43.50	43.00
Court Support Services	21.35	21.00	21.00
Detention Services	154.75	136.00	135.00
Information Technology	16.00	15.00	15.00
Judicial Services	24.64	25.25	25.25
Probation Services	194.15	183.25	177.25
Total Staffing (FTEs)	484.39	452.25	446.75

Program Summary

Department: Juvenile Court
Program: Administration

Function

Provide executive level leadership and support services required to manage and operate the programs of the Juvenile Court.

Description of Services

Coordinate the work activity and all operations of multiple juvenile court divisions. Provide financial management, including budgeting, accounting, grant management, and fee collection functions. Maintain facility, warehousing, and motor pool operations. Provide clinical services to juvenile delinquency cases.

Program Goals & 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 ten days of citing
- Provide preventive maintenance for all department equipment and vehicles in accordance with manufacturer
- Based on availability of Administrative Office of the Courts (AOC) training, recruit additional providers to perform competency exams and improve scheduling

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 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	90%	95%	100%
Deficiencies in life and safety building inspections corrected within 5 days of citing	95%	100%	100%
Competency evaluations scheduled within 30 days from order	56%	56%	57%

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	1,953,129	1,691,516	1,889,363
Operating Expenses	1,114,635	690,756	751,179
Total Program Expenditures	3,067,764	2,382,272	2,640,542

Program Funding by Source

Revenues			
	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Intergovernmental	3,434	-	-
Investment Earnings	391	100	100
Miscellaneous Revenue	3,499	2,000	2,000
Operating Revenue Sub-Total	7,324	2,100	2,100
Intergovernmental	219,252	217,405	237,234
Miscellaneous Revenue	132,878	81,270	200,000
Grant Revenue Sub-Total	352,130	298,675	437,234
General Fund Support	2,711,476	2,081,051	2,173,991
Net Operating Transfers In/(Out)	-	-	27,217
Fund Balance Decrease/(Increase)	(3,166)	446	-

Program Summary

Department: Juvenile Court

Program: Administration

Other Funding Sources	-	-	-
Total Program Funding	<u>3,067,764</u>	<u>2,382,272</u>	<u>2,640,542</u>
<u>Program Staffing FTEs</u>	30.50	28.25	30.25

Program Summary

Department: Juvenile Court
Program: Children & Family Svcs

Function

Oversee dependency case flow and compliance with state and federal statutes.

Description of Services

Perform intake of dependency cases; assign attorneys for all parties; set initial hearings within statutory timeframe; facilitate pre-hearing conferences; collect and report dependency case data; recruit, train, mentor, oversee and assign court appointed special advocates; perform adoption and guardianship home studies and certifications; perform guardianship reviews; provide intensive case management for substance abusing parents in Family Drug Court and mediate or facilitate contested matters utilizing alternative dispute resolution processes.

Program Goals & 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
 - 60% of Family Drug Court parents will graduate
 - Comply with federal Adoptions and Safe Families Act (ASFA) timelines in 100% of dependency cases (ASFA standard is 1 year)
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Average days to preliminary protective hearing	6	6	6
Number of mediation referrals	1,850	1,977	2,214
Cases resolved by full agreement through mediation	48%	50%	50%
Parents who graduate from Family Drug Court (FDC)	55%	62%	70%
FDC parents whose children are reunified	62%	70%	80%
FDC graduates with reactivated cases	12%	10%	8%
Average days to permanency hearing (ASFA standard is 1 year)	263	248	242

Program Summary

Department: Juvenile Court
Program: Children & Family Svcs

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	2,154,849	1,572,491	2,322,635
Operating Expenses	294,843	144,565	192,958
Total Program Expenditures	2,449,692	1,717,056	2,515,593
<u>Program Funding by Source</u>			
Revenues			
Charges for Services	5,228	5,200	5,200
Investment Earnings	(7)	-	-
Miscellaneous Revenue	2	-	-
Operating Revenue Sub-Total	5,223	5,200	5,200
Intergovernmental	588,764	632,637	620,550
Investment Earnings	2	-	-
Other Special Revenue Sub-Total	588,766	632,637	620,550
Intergovernmental	526,676	341,750	432,871
Grant Revenue Sub-Total	526,676	341,750	432,871
General Fund Support	1,383,268	733,996	1,484,189
Net Operating Transfers In/(Out)	-	-	(27,217)
Fund Balance Decrease/(Increase)	(54,241)	3,473	-
Other Funding Sources	-	-	-
Total Program Funding	2,449,692	1,717,056	2,515,593
<u>Program Staffing FTEs</u>	43.00	43.50	43.00

Program Summary

Department: Juvenile Court
Program: Court Support Services

Function

Provide support services required to manage and operate the programs and facilitate the legal proceedings of the Juvenile Court.

Description of Services

Manage the court calendar, language services, mail, and financial assessments efficiently and effectively.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Assessment consumer satisfaction rating	98%	98%	98%
Assign qualified language interpreters	99%	99%	99%
Provide language translations within the legally required timelines	100%	100%	100%
Intra-department mail delivered promptly and accurately	98%	98%	98%
Master calendar entered one year in advance	100%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,045,538	1,128,310	1,153,902
Operating Expenses	342,566	245,338	297,437
Total Program Expenditures	1,388,104	1,373,648	1,451,339

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Miscellaneous Revenue	100	-	-
Operating Revenue Sub-Total	100	-	-
General Fund Support	1,388,004	1,373,648	1,451,339
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	1,388,104	1,373,648	1,451,339

Program Staffing FTEs	21.35	21.00	21.00
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Program Summary

Department: Juvenile Court
Program: Detention Services

Function

Provide the community a secure detention facility for youth where helpful programs of education, remediation, and skill development are available.

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 & Objectives

- Provide youth with positive reinforcement through Positive Behavioral Supports & Interventions (PBIS) program
- Increase number of youth achieving job skill certification
- Increase number of youth completing GED
- Prepare youth for more successful outcomes upon leaving detention
- Increase involvement of boys/girls in the Make a Change (MAC) program

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
PBIS is shown to be effective in increasing positive interactions with youth	n/a	70%	75%
Youth participating in Culinary Program	9%	20%	25%
Youth Achieving their GED/testing	8	20	30
Youth reporting they are learning pro-social skill building	n/a	75%	80%
Youth report feeling safe and treated fairly while detained	n/a	80%	90%
Youth reporting they have participated in goal setting	n/a	70%	80%
Boys served by MAC Program	70	75	80
Girls served by MAC Program	34	37	40

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	5,936,474	6,982,312	6,545,509
Operating Expenses	873,820	759,911	783,540
Total Program Expenditures	6,810,294	7,742,223	7,329,049

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Intergovernmental	88,444	100,000	100,000
Miscellaneous Revenue	21	-	-
Operating Revenue Sub-Total	88,465	100,000	100,000
General Fund Support	6,721,829	7,642,223	7,229,049
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	6,810,294	7,742,223	7,329,049

Program Summary

Department: Juvenile Court
Program: Detention Services

<u>Program Staffing FTEs</u>	154.75	136.00	135.00
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Program Summary

Department: Juvenile Court
Program: Information Technology

Function

Provide system administration for the Juvenile Online Tracking System (JOLTSaz) for Pima County, system analysis and development, technical user support, training, research, and data base management for over 500 users in all court locations.

Description of Services

Administer Local Area Network for Pima County Juvenile Court Center. Maintain connectivity to 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 & Objectives

- Maintain computer infrastructure and minimize unplanned downtime to no more than 1%

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Computer infrastructure operative	100%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,320,518	1,400,444	1,419,222
Operating Expenses	163,586	121,683	105,254
Capital Equipment > \$5,000	19,531	-	-
Total Program Expenditures	1,503,635	1,522,127	1,524,476

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Investment Earnings	3	-	-
Other Special Revenue Sub-Total	3	-	-
General Fund Support	1,503,635	1,522,127	1,524,476
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(3)	-	-
Other Funding Sources	-	-	-
Total Program Funding	1,503,635	1,522,127	1,524,476

Program Staffing FTEs	16.00	15.00	15.00
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Program Summary

Department: Juvenile Court
Program: Judicial Services

Function

Provide judicial services to juveniles and families in the community.

Description of Services

Adjudicate all juvenile delinquency, dependency, severance, and mental health cases filed in Pima County.

Program Goals & Objectives

- Process all dependency hearings within mandated time frames
- Reduce the percentage of contested dependency trials and termination hearings
- Ensure all judicial officers will pass performance reviews (four officers are reviewed each year)

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Dependency hearings held within legal time frames	75%	72%	68%
Hearings contested	9%	9%	10%
Judicial officers passing performance review	100%	100%	100%
Reactivated petitions	14%	15%	15%

<u>Program Expenditures by Object</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Personnel Services	2,119,135	2,281,665	2,245,487
Operating Expenses	273,674	244,035	257,119
Total Program Expenditures	<u>2,392,809</u>	<u>2,525,700</u>	<u>2,502,606</u>

Program Funding by Source

Revenues			
Miscellaneous Revenue	44	-	-
Operating Revenue Sub-Total	44	-	-
General Fund Support	2,392,765	2,525,700	2,502,606
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>2,392,809</u>	<u>2,525,700</u>	<u>2,502,606</u>

<u>Program Staffing FTEs</u>	24.64	25.25	25.25
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Program Summary

Department: Juvenile Court
Program: Probation Services

Function

Ensure community safety by providing evidence-based supervision and diversion services to court referred juveniles in accordance with state mandates and statutes.

Description of Services

Receive and process juvenile delinquency referrals, develop and provide alternatives to detention, 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 evidence-based practices and programs to include graduated responses.

Program Goals & Objectives

- Probationers' successful completion of standard probation
 - Probationers' successful completion of intensive probation (JIPS)
 - Juveniles successfully complete diversion consequences contracts within 90 days
 - Restore victims through collection of restitution
 - Victims satisfied with notification and service
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Successful completion of standard probation	85%	80%	80%
Successful completion of intensive probation	70%	70%	70%
Successful completion of diversion consequences within 90 days	90%	90%	90%
Diversion juveniles assigned restituion will pay	70%	90%	90%
Standard probationers assigned restitution will pay	100%	100%	100%
JIPS probationers assigned restitution will pay	95%	95%	95%
Victim customer service satisfaction rating	78%	80%	80%

Program Summary

Department: Juvenile Court
Program: Probation Services

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	9,104,740	10,466,553	10,333,609
Operating Expenses	3,871,862	4,744,014	4,902,462
Total Program Expenditures	12,976,602	15,210,567	15,236,071
<u>Program Funding by Source</u>			
Revenues			
Investment Earnings	(37)	-	-
Miscellaneous Revenue	3,220	-	-
Operating Revenue Sub-Total	3,183	-	-
Intergovernmental	5,918,761	7,541,586	7,263,213
Charges for Services	196,587	230,075	227,929
Fines & Forfeits	5,877	8,000	8,000
Investment Earnings	11,017	8,510	12,039
Miscellaneous Revenue	(769)	(5,000)	(5,000)
Other Special Revenue Sub-Total	6,131,473	7,783,171	7,506,181
Intergovernmental	144,045	143,002	78,969
Grant Revenue Sub-Total	144,045	143,002	78,969
General Fund Support	6,582,733	6,618,801	6,792,843
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	115,168	665,593	858,078
Other Funding Sources	-	-	-
Total Program Funding	12,976,602	15,210,567	15,236,071
<u>Program Staffing FTEs</u>	194.15	183.25	177.25

Public Defense Services

Expenditures: 33,440,760

FTEs 267.50

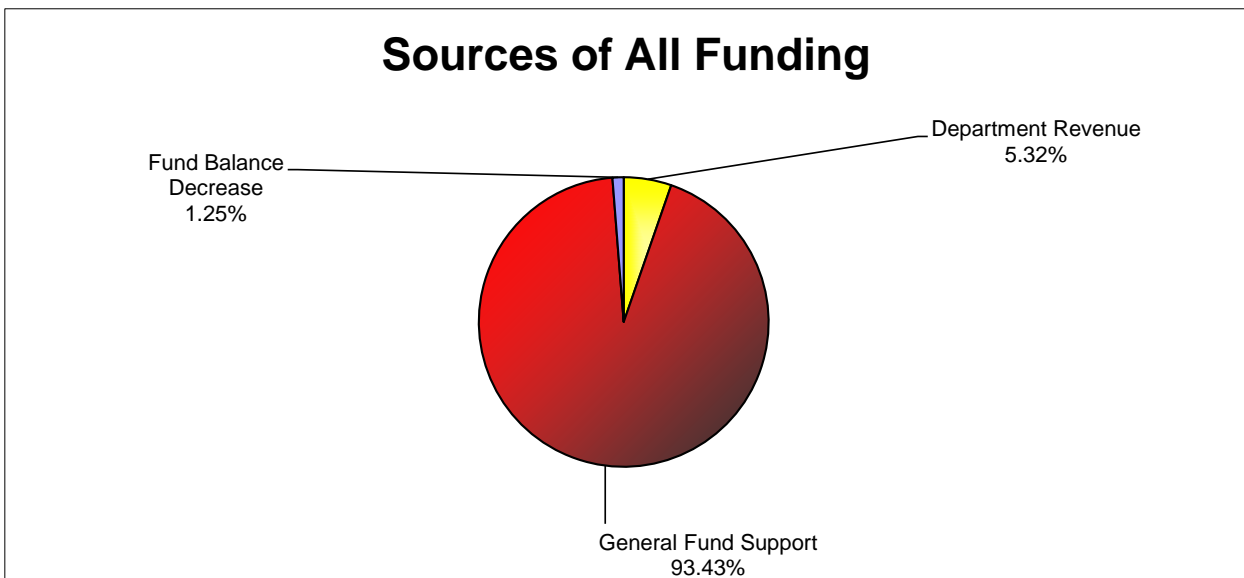
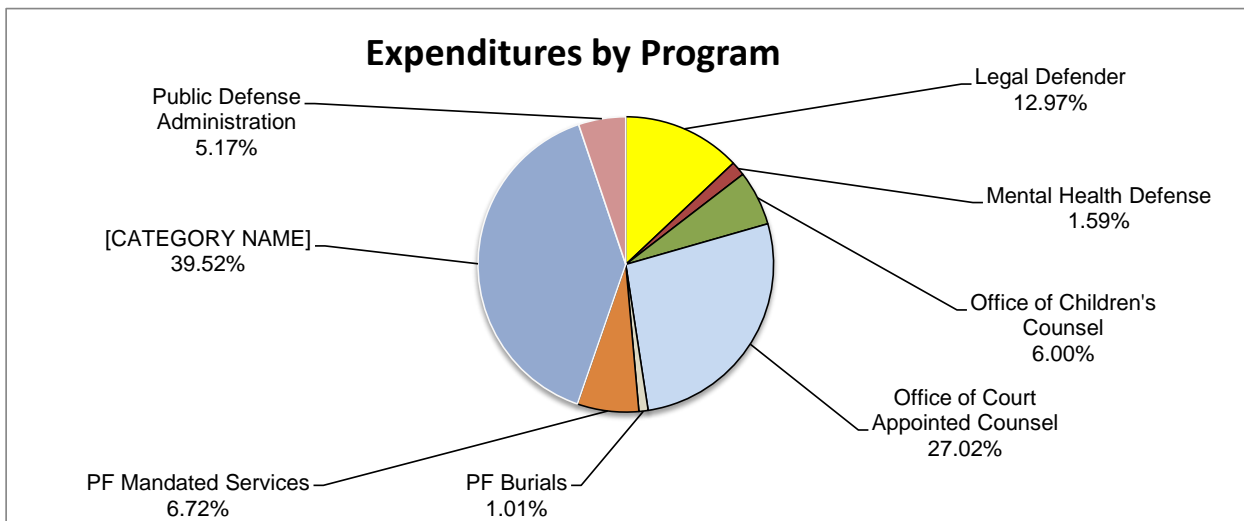
Revenues: 1,779,123

Function Statement:

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

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. ARS Title 14, Chapter 5: Protection of Persons Under Disability and Their Property. ARS Title 14, Chapter 5, Article 6: Public Fiduciary.



Department Summary by Program

Department: Public Defense Services

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Expenditures by Program</u>			
Legal Defender	4,033,291	4,371,835	4,337,841
Mental Health Defense	479,216	515,632	530,851
Office of Children's Counsel	1,574,632	1,690,141	2,006,832
Office of Court Appointed Counsel	11,025,556	9,196,262	9,034,200
PF Burials	318,590	300,487	336,201
PF Mandated Services	2,019,095	2,291,007	2,248,404
Public Defender	12,398,339	13,085,036	13,217,930
Public Defense Administration	664,245	1,400,407	1,728,501
Total Expenditures	32,512,964	32,850,807	33,440,760
<u>Funding by Source</u>			
Revenues			
Legal Defender	36,914	23,200	24,250
Mental Health Defense	71	-	-
Office of Children's Counsel	1,077	-	7,800
Office of Court Appointed Counsel	1,078,933	848,454	885,200
PF Burials	11,235	10,000	10,000
PF Mandated Services	496,255	496,473	496,473
Public Defender	162,882	127,130	102,200
Public Defense Administration	262,089	245,500	253,200
Total Revenues	2,049,456	1,750,757	1,779,123
General Fund Support	30,316,416	30,639,344	31,244,871
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	147,092	460,706	416,766
Other Funding Sources	-	-	-
Total Program Funding	32,512,964	32,850,807	33,440,760
<u>Staffing (FTEs) by Program</u>			
Legal Defender	46.00	44.00	42.50
Mental Health Defense	6.00	6.00	6.00
Office of Children's Counsel	23.00	21.00	24.50
Office of Court Appointed Counsel	10.75	10.00	9.00
PF Burials	1.00	1.00	1.00
PF Mandated Services	33.45	31.85	31.00
Public Defender	156.55	143.85	145.50
Public Defense Administration	5.00	9.00	8.00

Department Summary by Program

Total Staffing (FTEs)	<u>281.75</u>	<u>266.70</u>	<u>267.50</u>
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Program Summary

Department: Public Defense Services

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.

Notes: On April 24, 2015, the County Administrator issued a memo for reorganization of Indigent Defense Services that unifies Public Defender, Legal Defender, Office of Court Appointed Counsel, Office of Children's Counsel, and Mental Health Defender. The consolidation of departments is Public Defense Services (PDS). On December 31, 2015, the County Administrator issued a memo for the placement of Public Fiduciary within the organization structure of PDS for management reporting purposes. PDS will have a unified department budget with each of the six bureaus (Public Defender, Legal Defender, Office of Court Appointed Counsel, Mental Health Defense, Office of Children's Counsel, and Public Fiduciary) having individual detailed bureau-level budgets.

Program Goals & Objectives

- Maintain attorney retention rate of at least 90%
- Provide legal representation to new indigent felony cases of at least 20%

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Attorney retention rate	91%	86%	90%
Percentage of new indigent felony initial appearance assignments	28%	25%	20%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	3,704,578	3,878,226	3,658,200
Operating Expenses	328,713	493,609	679,641
Total Program Expenditures	4,033,291	4,371,835	4,337,841

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Intergovernmental	8,745	2,100	2,100
Miscellaneous Revenue	156	-	-
Operating Revenue Sub-Total	8,901	2,100	2,100
Intergovernmental	27,803	21,000	22,000
Investment Earnings	210	100	150
Other Special Revenue Sub-Total	28,013	21,100	22,150
General Fund Support	4,001,133	4,338,277	4,310,741
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(4,756)	10,358	2,850
Other Funding Sources	-	-	-

Program Summary

Department: Public Defense Services

Program: Legal Defender

Total Program Funding	4,033,291	4,371,835	4,337,841
Program Staffing FTEs	46.00	44.00	42.50

Program Summary

Department: Public Defense Services

Program: Mental Health Defense

Function

Fulfill the duty of the Pima County Superior Court to promptly appoint counsel to individuals involuntarily hospitalized as a result of a court-ordered evaluation based on allegations that the person, as a result of a mental disorder, is either a danger to self (DTS), danger to others (DTO), persistently or acutely disabled (PAD) or gravely disabled (GD) as defined in Title 36, Chapter 5 of the Arizona Revised Statutes.

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 (DTO); 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. Also, provide representation for all individuals petitioned for guardianship by Public Fiduciary and serve as guardians ad litem to adults needing assistance understanding court proceedings.

Notes: On April 24, 2015, the County Administrator issued a memo for reorganization of Indigent Defense Services that unifies Public Defender, Legal Defender, Office of Court Appointed Counsel, Office of Children's Counsel, and Mental Health Defender. The consolidation of departments is Public Defense Services (PDS). On December 31, 2015, the County Administrator issued a memo for the placement of Public Fiduciary within the organization structure of PDS for management reporting purposes. PDS will have a unified department budget with each of the six bureaus (Public Defender, Legal Defender, Office of Court Appointed Counsel, Mental Health Defense, Office of Children's Counsel, and Public Fiduciary) having individual detailed bureau-level budgets.

Program Goals & Objectives

- Receive 100% of all new assignments for the representation of 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 100% of all active roll-over assignments that are currently represented by Mental Health Defender

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Percent of initial case assignments accepted	100%	100%	100%
Percent of roll-over assignments accepted	100%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	457,188	459,007	481,568
Operating Expenses	22,028	56,625	49,283
Total Program Expenditures	479,216	515,632	530,851

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Miscellaneous Revenue	71	-	-
Operating Revenue Sub-Total	71	-	-
General Fund Support	479,145	515,632	530,851
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-

Program Summary

Department: Public Defense Services

Program: Mental Health Defense

Other Funding Sources	-	-	-
Total Program Funding	479,216	515,632	530,851
<hr/>			
<u>Program Staffing FTEs</u>	6.00	6.00	6.00

Program Summary

Department: Public Defense Services
Program: Office of Children's Counsel

Function

Represent children in dependency and severance cases before the Pima County Juvenile Court. Follow the cases of children that continue under court supervision, i.e. continuation cases. Represent child victims/witnesses at the request of the Pima County Attorney's Office and provide child-related representation to the Bench and Bar of the Domestic Relations Division of the Pima County Superior Court when the family qualifies pursuant to statute and rules relating to family law.

Description of Services

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. 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 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.

Notes: On April 24, 2015, the County Administrator issued a memo for reorganization of Indigent Defense Services that unifies Public Defender, Legal Defender, Office of Court Appointed Counsel, Office of Children's Counsel, and Mental Health Defender. The consolidation of departments is Public Defense Services (PDS). On December 31, 2015, the County Administrator issued a memo for the placement of Public Fiduciary within the organization structure of PDS for management reporting purposes. PDS will have a unified department budget with each of the six bureaus (Public Defender, Legal Defender, Office of Court Appointed Counsel, Mental Health Defense, Office of Children's Counsel, and Public Fiduciary) having individual detailed bureau-level budgets.

Program Goals & 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 75% of active cases into the second and/or subsequent year of representation

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Percent of initial case assignments accepted	67%	66%	75%
Percent of second year assignments accepted	37%	67%	75%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,471,722	1,485,429	1,740,463
Operating Expenses	102,910	204,712	266,369
Total Program Expenditures	1,574,632	1,690,141	2,006,832

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Intergovernmental	-	-	7,800
Charges for Services	385	-	-
Miscellaneous Revenue	692	-	-
Operating Revenue Sub-Total	1,077	-	7,800
General Fund Support	1,573,555	1,690,141	1,999,032

Program Summary

Department: Public Defense Services
Program: Office of Children's Counsel

Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	1,574,632	1,690,141	2,006,832
<hr/>			
<u>Program Staffing FTEs</u>	23.00	21.00	24.50

Program Summary

Department: Public Defense Services
Program: Office of Court Appointed Counsel

Function

Provide representation through contracted private attorneys and 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, sexually violent persons, guardianship, and witness representation as well as juvenile proceedings for delinquency, dependency, severance, and mental health commitments. Administer a Qualified Consultant List 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.

Notes: On April 24, 2015, the County Administrator issued a memo for reorganization of Indigent Defense Services that unifies Public Defender, Legal Defender, Office of Court Appointed Counsel, Office of Children's Counsel, and Mental Health Defender. The consolidation of departments is Public Defense Services (PDS). On December 31, 2015, the County Administrator issued a memo for the placement of Public Fiduciary within the organization structure of PDS for management reporting purposes. PDS will have a unified department budget with each of the six bureaus (Public Defender, Legal Defender, Office of Court Appointed Counsel, Mental Health Defense, Office of Children's Counsel, and Public Fiduciary) having individual detailed bureau-level budgets.

Program Goals & Objectives

- Ensure that all eligible individuals receive representation for dependency, delinquency, juvenile mental health, Guardian Ad Litem (GAL), and severance proceedings in Juvenile Court
 - Ensure that all eligible individuals receive representation for misdemeanor cases in Justice Court
 - Ensure that appropriate office (Public or Legal Defender) or contract attorney is appointed to represent qualifying defendants at all levels of representation in the juvenile and criminal justice area
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 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 dependency and severance proceedings in Juvenile Court	100%	100%	100%
Eligible individuals receiving qualified contract attorney representation for misdemeanor cases in Justice Court	100%	100%	100%

Program Summary

Department: Public Defense Services
Program: Office of Court Appointed Counsel

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	711,128	595,588	585,777
Operating Expenses	10,314,428	8,600,674	8,448,423
Total Program Expenditures	11,025,556	9,196,262	9,034,200
<u>Program Funding by Source</u>			
Revenues			
Charges for Services	1,072,024	848,454	885,200
Miscellaneous Revenue	6,909	-	-
Operating Revenue Sub-Total	1,078,933	848,454	885,200
General Fund Support	9,946,623	8,347,808	8,149,000
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	11,025,556	9,196,262	9,034,200
<u>Program Staffing FTEs</u>	10.75	10.00	9.00

Program Summary

Department: Public Defense Services
Program: PF Burials

Function

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.

Description of Services

Respond to inquiries from the public, determine eligibility for services, locate family and/or friends of decedents. Maintain the Pima County Cemetery including the two columbaria on site. Follow appropriate procurement procedures to contract with one local funeral home to provide mortuary services, maintain decedent records.

Notes: On April 24, 2015, the County Administrator issued a memo for reorganization of Indigent Defense Services that unifies Public Defender, Legal Defender, Office of Court Appointed Counsel, Office of Children's Counsel, and Mental Health Defender. The consolidation of departments is Public Defense Services (PDS). On December 31, 2015, the County Administrator issued a memo for the placement of Public Fiduciary within the organization structure of PDS for management reporting purposes. PDS will have a unified department budget with each of the six bureaus (Public Defender, Legal Defender, Office of Court Appointed Counsel, Mental Health Defense, Office of Children's Counsel, and Public Fiduciary) having individual detailed bureau-level budgets.

Program Goals & Objectives

- Process applications and determine eligibility within 72 hours of application
- Close cases within 60 days of interment
- Conduct quarterly inspections of Pima County Cemetery grounds to ensure proper maintenance

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Applications for services processed and eligibility determined within 72 hours	35%	56%	70%
Cases closed within 90 days of interment	55%	70%	80%
Quarterly inspections of cemetery to ensure proper maintenance of grounds	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Personnel Services	44,096	43,867	49,101
Operating Expenses	274,494	256,620	287,100
Total Program Expenditures	318,590	300,487	336,201

Program Funding by Source

<u>Revenues</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Charges for Services	10,157	10,000	10,000
Miscellaneous Revenue	1,078	-	-
Operating Revenue Sub-Total	11,235	10,000	10,000
General Fund Support	307,355	290,487	326,201
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-

Program Summary

Department: Public Defense Services

Program: PF Burials

Other Funding Sources	-	-	-
Total Program Funding	<u>318,590</u>	<u>300,487</u>	<u>336,201</u>
<u>Program Staffing FTEs</u>	1.00	1.00	1.00

Program Summary

Department: Public Defense Services

Program: PF Mandated Services

Function

Accept Superior Court appointment to serve as conservator and/or guardian or personal representative when there is no person or corporation qualified or willing to act.

Description of Services

Receive and investigate referrals. Gather information and determine if the 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.

Notes: On April 24, 2015, the County Administrator issued a memo for reorganization of Indigent Defense Services that unifies Public Defender, Legal Defender, Office of Court Appointed Counsel, Office of Children's Counsel, and Mental Health Defender. The consolidation of departments is Public Defense Services (PDS). On December 31, 2015, the County Administrator issued a memo for the placement of Public Fiduciary within the organization structure of PDS for management reporting purposes. PDS will have a unified department budget with each of the six bureaus (Public Defender, Legal Defender, Office of Court Appointed Counsel, Mental Health Defense, Office of Children's Counsel, and Public Fiduciary) having individual detailed bureau-level budgets.

Program Goals & Objectives

- File annual case reports to Superior Court as scheduled
- Complete case investigations within 30 days of receipt of all documents
- Develop client budgets within 90 days of appointment and file with the court
- Compile a detailed inventory of assets and file the inventory report to the court within 90 days of appointment

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Investigations completed within 30 days of receipt of referral	35%	45%	90%
Annual reports to Superior Court filed on time	65%	89%	95%
Client budgets developed within 90 days of court appointment	50%	86%	90%
Inventories filed with the court within 90 days of appointment	75%	86%	90%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,889,389	2,122,551	2,010,568
Operating Expenses	129,706	168,456	237,836
Total Program Expenditures	2,019,095	2,291,007	2,248,404

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Charges for Services	496,229	495,273	496,473
Miscellaneous Revenue	26	1,200	-
Operating Revenue Sub-Total	496,255	496,473	496,473
General Fund Support	1,522,840	1,794,534	1,751,931

Program Summary

Department: Public Defense Services

Program: PF Mandated Services

Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	2,019,095	2,291,007	2,248,404
<hr/>			
<u>Program Staffing FTEs</u>	33.45	31.85	31.00

Program Summary

Department: Public Defense Services

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 delinquencies and those facing transfer to adult court.
 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.

Notes: On April 24, 2015, the County Administrator issued a memo for reorganization of Indigent Defense Services that unifies Public Defender, Legal Defender, Office of Court Appointed Counsel, Office of Children's Counsel, and Mental Health Defender. The consolidation of departments is Public Defense Services (PDS). On December 31, 2015, the County Administrator issued a memo for the placement of Public Fiduciary within the organization structure of PDS for management reporting purposes. PDS will have a unified department budget with each of the six bureaus (Public Defender, Legal Defender, Office of Court Appointed Counsel, Mental Health Defense, Office of Children's Counsel, and Public Fiduciary) having individual detailed bureau-level budgets.

Program Goals & Objectives

- Maintain attorney retention rate of at least 90%
- Provide legal representation to new indigent felony cases 60%

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Attorney retention rate	93%	95%	90%
Percentage of new indigent felony initial appearance assignments	62%	68%	60%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	11,213,383	11,221,179	11,177,860
Operating Expenses	1,178,392	1,840,967	2,040,070
Capital Equipment > \$5,000	6,564	22,890	-
Total Program Expenditures	12,398,339	13,085,036	13,217,930

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Intergovernmental	74,392	66,330	44,500
Miscellaneous Revenue	6,630	100	1,000
Operating Revenue Sub-Total	81,022	66,430	45,500
Intergovernmental	80,233	60,000	56,000
Investment Earnings	277	200	200
Miscellaneous Revenue	1,350	500	500
Other Special Revenue Sub-Total	81,860	60,700	56,700
General Fund Support	12,246,864	12,939,520	13,106,430
Net Operating Transfers In/(Out)	-	-	-

Program Summary

Department: Public Defense Services

Program: Public Defender

Fund Balance Decrease/(Increase)	(11,407)	18,386	9,300
Other Funding Sources	-	-	-
Total Program Funding	12,398,339	13,085,036	13,217,930
<hr/>			
<u>Program Staffing FTEs</u>	156.55	143.85	145.50

Program Summary

Department: Public Defense Services

Program: Public Defense Administration

Function

Provide quality legal representation to defendants entitled to court appointed counsel. Oversee budgets, planning, human resources and other administrative functions.

Description of services

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. 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 and court proceedings for children in foster care and other out-of-home placements. Provide legal services for adults who have mental illnesses and are unwilling or unable to voluntarily participate in treatment. 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.

Notes: On April 24, 2015, the County Administrator issued a memo for reorganization of Indigent Defense Services that unifies Public Defender, Legal Defender, Office of Court Appointed Counsel, Office of Children's Counsel, and Mental Health Defender. The consolidation of departments is Public Defense Services (PDS). On December 31, 2015, the County Administrator issued a memo for the placement of Public Fiduciary within the organization structure of PDS for management reporting purposes. PDS will have a unified department budget with each of the six bureaus (Public Defender, Legal Defender, Office of Court Appointed Counsel, Mental Health Defense, Office of Children's Counsel, and Public Fiduciary) having individual detailed bureau-level budgets.

Program Goals & Objectives

- Reduce cost per case by at least 5%
- Reduce total PDS expenditures by at least 3%

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Reduce PDS overall cost per case by at least 5%	N/A	N/A	5%
Reduce total PDS expenditures by 3%	N/A	N/A	3%

Program Summary

Department: Public Defense Services
Program: Public Defense Administration

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	362,148	787,809	850,423
Operating Expenses	302,097	612,598	878,078
Total Program Expenditures	664,245	1,400,407	1,728,501
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	22	-	-
Operating Revenue Sub-Total	22	-	-
Intergovernmental	258,722	244,000	252,000
Investment Earnings	2,540	1,500	1,200
Miscellaneous Revenue	805	-	-
Other Special Revenue Sub-Total	262,067	245,500	253,200
General Fund Support	238,901	722,945	1,070,685
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	163,255	431,962	404,616
Other Funding Sources	-	-	-
Total Program Funding	664,245	1,400,407	1,728,501
<u>Program Staffing FTEs</u>	5.00	9.00	8.00

Sheriff

Expenditures: 157,767,315

Revenues: 19,445,704

FTEs 1,571.00

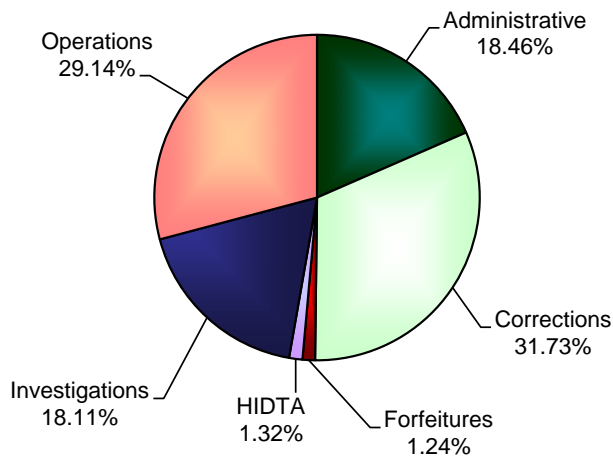
Function Statement:

Provide law enforcement and public safety services for Pima County. Provide safe and secure detention of inmates. Provide support services for law enforcement and corrections personnel.

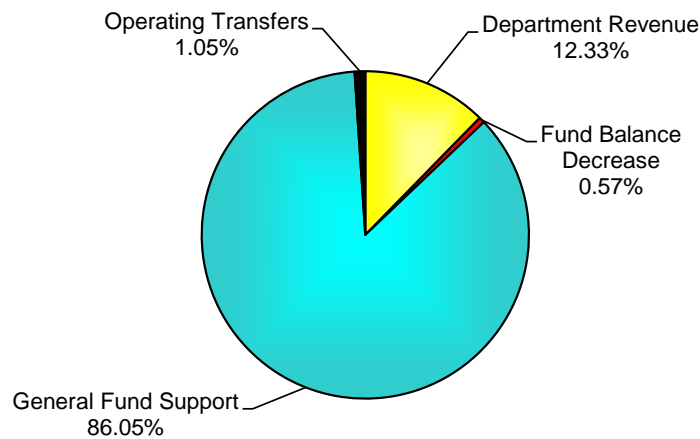
Mandates:

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 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Expenditures by Program</u>			
Administrative	26,460,514	28,928,705	29,116,375
Corrections	46,019,602	48,159,858	50,066,405
Forfeitures	(865,109)	1,960,000	1,960,000
HIDTA	1,589,746	3,131,650	2,087,947
Investigations	27,355,714	29,864,109	28,565,465
Operations	42,726,303	44,986,218	45,971,123
Total Expenditures	<u>143,286,770</u>	<u>157,030,540</u>	<u>157,767,315</u>
<u>Funding by Source</u>			
Revenues			
Administrative	722,325	804,088	827,448
Corrections	11,755,206	12,947,848	12,344,319
Forfeitures	35,293	100,000	100,000
HIDTA	1,589,319	3,132,594	2,087,947
Investigations	2,526,033	5,103,384	3,458,590
Operations	608,927	688,959	627,400
Total Revenues	<u>17,237,103</u>	<u>22,776,873</u>	<u>19,445,704</u>
General Fund Support	127,571,792	132,276,641	135,767,282
Net Operating Transfers In/(Out)	(751,729)	1,076,000	1,655,000
Fund Balance Decrease/(Increase)	(770,396)	901,026	899,329
Other Funding Sources	-	-	-
Total Program Funding	<u>143,286,770</u>	<u>157,030,540</u>	<u>157,767,315</u>
<u>Staffing (FTEs) by Program</u>			
Administrative	291.00	299.50	301.25
Corrections	653.00	605.50	606.50
HIDTA	24.00	25.00	25.00
Investigations	297.00	287.50	279.00
Operations	371.00	362.50	359.25
Total Staffing (FTEs)	<u>1,636.00</u>	<u>1,580.00</u>	<u>1,571.00</u>

Program Summary

Department: Sheriff

Program: Administrative

Function

Provide administrative, information technology, special investigations, civil enforcement and other services in support of the department mission.

Description of Services

Provide a comprehensive menu of administrative, technical, investigative, and other services in support of the Sheriff Department 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, 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 & Objectives

- Maintain 24 hours per day, 7 days per week interface to the Arizona Criminal Justice Information System (ACJIS), fully complying with the most current ACJIS security policy
- Maintain and support the department's law enforcement records management and retrieval systems including the Spillman application, COPLINK, and InSight, which provide 24 hour access to criminal justice information
- Respond to requests for confirmations of computer entries within designated time frames established by National Crime Information Center
- Maintain 100% accuracy of all computer entries
- Enter arrest warrant data within the following time lines: felony warrants and court orders within 6 hours of receipt, misdemeanor warrants within one week of receipt
- Successfully pass annual record audits by the FBI and AZ DPS
- Provide reliable, professional, timely responses to 9-1-1 calls, dispatch law enforcement personnel and resources, and provide communications support to field units to assure effective and timely completion of their tasks
- Answer all 9-1-1 calls within six seconds and all other calls within 18 seconds
- Dispatch all priority one calls within two minutes of receipt and all other calls as soon as field resources are available
- Contact complainants filing telephonic reports within two hours of their complaint

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Communications logged calls for service (PCSD & Sahuarita PD)	134,673	140,000	140,000
9-1-1 calls	208,597	215,000	220,000
Priority one calls dispatched in less than two minutes	2,969	3,000	3,050
Average pre-dispatch time on priority one calls (in seconds)	42	40	40
Warrants received	11,364	10,376	10,376
Warrants deleted	9,626	9,440	9,440
Domestic violence orders processed	6,829	6,736	6,736
Fugitive extraditions	1,180	956	956
Teletype messages sent	7,470	6,455	6,455
Average elapsed time for felony warrant entry:less than (in hours)	6	6	6
ACJIS transactions completed	4,363,872	4,400,000	4,550,000
10 minute warrant confirmations	10,029	10,340	10,340
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
Database access uptime	100%	100%	100%
Telephone service availability	100%	100%	100%

Program Summary

Department: Sheriff
Program: Administrative

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	17,811,631	19,027,902	19,771,365
Operating Expenses	8,614,756	9,900,803	9,285,010
Capital Equipment > \$5,000	34,127	-	60,000
Total Program Expenditures	<u>26,460,514</u>	<u>28,928,705</u>	<u>29,116,375</u>
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	7,506	-	-
Charges for Services	146,596	176,500	176,500
Investment Earnings	204	-	-
Miscellaneous Revenue	247,985	110,000	130,000
Operating Revenue Sub-Total	<u>402,291</u>	<u>286,500</u>	<u>306,500</u>
Intergovernmental	286,580	517,588	520,948
Miscellaneous Revenue	33,454	-	-
Grant Revenue Sub-Total	<u>320,034</u>	<u>517,588</u>	<u>520,948</u>
General Fund Support	25,563,546	27,964,211	28,128,415
Net Operating Transfers In/(Out)	160,512	160,512	160,512
Fund Balance Decrease/(Increase)	14,131	(106)	-
Other Funding Sources	-	-	-
Total Program Funding	<u>26,460,514</u>	<u>28,928,705</u>	<u>29,116,375</u>
<u>Program Staffing FTEs</u>	291.00	299.50	301.25

Program Summary

Department: Sheriff
Program: Corrections

Function

Provide custodial supervision of incarcerated persons for Pima County, the state of Arizona, and contracted municipalities under intergovernmental agreements. Provide inmate services and other administrative support for the Corrections Bureau.

Description of Services

Provide safe and secure detention of pretrial defendants, sentenced inmates, juveniles, and in-custody inmates awaiting transfer to their institutions or remanded to Pima County. Perform inmate records management, inmate booking, inmate food services, commissary operations, inmate laundry and supplies, facilities maintenance and improvements, environmental services, fire safety, construction coordination, judicial security, and inmate transportation to court and to Arizona Department of Correction 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 & Objectives

- Provide safe and secure housing of inmates, while maintaining the rights of inmates at all times
 - Transport inmates to court and to other detention facilities in a safe, efficient manner
 - Ensure that there are no inmate escapes
 - Provide necessary and timely medical evaluation and care to inmates
 - Prevent suicides of individuals in custody
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Inmates booked	31,337	32,277	33,245
Average daily inmate population	1,863	1,918	1,976
Inmate court transports	34,397	35,428	36,491
Escapes (not failures to return)	0	0	0
Serious injuries to staff	6	3	0
Suicides	3	0	0
Erroneous releases	1	1	0
Failure to release (cases)	11	11	0

Program Summary

Department: Sheriff
Program: Corrections

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	36,577,974	37,484,299	39,824,782
Operating Expenses	9,319,275	9,675,559	9,241,623
Capital Equipment > \$5,000	122,353	1,000,000	1,000,000
Total Program Expenditures	46,019,602	48,159,858	50,066,405
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	1,114,825	1,200,000	1,000,000
Charges for Services	7,892,539	8,445,000	8,445,000
Miscellaneous Revenue	52,478	55,000	55,000
Operating Revenue Sub-Total	9,059,842	9,700,000	9,500,000
Intergovernmental	397,874	545,514	400,000
Charges for Services	1,452,994	1,520,000	1,520,000
Investment Earnings	10,318	9,000	9,000
Miscellaneous Revenue	684,492	985,523	730,000
Other Special Revenue Sub-Total	2,545,678	3,060,037	2,659,000
Intergovernmental	149,686	187,811	185,319
Grant Revenue Sub-Total	149,686	187,811	185,319
General Fund Support	34,956,807	35,248,295	37,186,269
Net Operating Transfers In/(Out)	(328,537)	(924,000)	(345,000)
Fund Balance Decrease/(Increase)	(363,874)	887,715	880,817
Other Funding Sources	-	-	-
Total Program Funding	46,019,602	48,159,858	50,066,405
Program Staffing FTEs	653.00	605.50	606.50

Program Summary

Department: Sheriff
Program: Forfeitures

Function

Enhance law enforcement and public safety services through forfeiture proceeds.

Description of Services

Receive allocations of seized antiracketeering monies from the state and various federal agencies as ordered by the courts. (Note: The County Attorney Law Enforcement Antiracketeering Fund and Sheriff RICO Funds, 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 & Objectives

- Enhance law enforcement and public safety services through the use of forfeiture proceeds

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
None submitted	n/a	n/a	n/a

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	(1)	-	-
Operating Expenses	(928,358)	960,000	960,000
Capital Equipment > \$5,000	63,250	1,000,000	1,000,000
Total Program Expenditures	(865,109)	1,960,000	1,960,000

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Intergovernmental	-	100,000	100,000
Investment Earnings	44	-	-
Miscellaneous Revenue	35,249	-	-
Other Special Revenue Sub-Total	35,293	100,000	100,000
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(637,241)	1,839,488	1,839,488
Fund Balance Decrease/(Increase)	(263,161)	20,512	20,512
Other Funding Sources	-	-	-
Total Program Funding	(865,109)	1,960,000	1,960,000

Program Summary

Department: Sheriff
Program: HIDTA

Function

Request and receive High Intensity Drug Trafficking Area (HIDTA) grants awarded by the federal government.

Description of Services

Account for the federal funds awarded by HIDTA grant. Allocate HIDTA funds to supplement law enforcement operations to combat drug trafficking in the southwest border areas.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
None submitted	n/a	n/a	n/a

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	838,179	2,619,436	1,736,647
Operating Expenses	751,567	512,214	351,300
Total Program Expenditures	1,589,746	3,131,650	2,087,947
Program Funding by Source			
Revenues			
Intergovernmental	1,588,907	3,132,594	2,087,947
Miscellaneous Revenue	412	-	-
Grant Revenue Sub-Total	1,589,319	3,132,594	2,087,947
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	427	(944)	-
Other Funding Sources	-	-	-
Total Program Funding	1,589,746	3,131,650	2,087,947

Program Staffing FTEs	24.00	25.00	25.00
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Program Summary

Department: Sheriff
Program: Investigations

Function

Provide criminal investigations, homeland security, narcotics and special investigations, 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, narcotics, border interdiction and other economic crimes. 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 & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Clearance rate - violent crimes	79%	79%	80%
Clearance rate - property crimes	51%	52%	53%
Clearance rate- special investigations	84%	85%	85%

Program Summary

Department: Sheriff
Program: Investigations

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	24,047,639	24,708,534	25,368,981
Operating Expenses	2,927,743	3,055,575	3,196,484
Capital Equipment > \$5,000	380,332	2,100,000	-
Total Program Expenditures	<u>27,355,714</u>	<u>29,864,109</u>	<u>28,565,465</u>
<u>Program Funding by Source</u>			
Revenues			
Licenses & Permits	18,904	25,000	25,000
Charges for Services	501,867	557,000	557,000
Investment Earnings	1,143	-	-
Miscellaneous Revenue	138,844	110,000	110,000
Operating Revenue Sub-Total	<u>660,758</u>	<u>692,000</u>	<u>692,000</u>
Intergovernmental	1,865,275	4,411,384	2,766,590
Grant Revenue Sub-Total	<u>1,865,275</u>	<u>4,411,384</u>	<u>2,766,590</u>
General Fund Support	24,814,138	24,760,876	25,106,875
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	15,543	(151)	-
Other Funding Sources	-	-	-
Total Program Funding	<u>27,355,714</u>	<u>29,864,109</u>	<u>28,565,465</u>
<u>Program Staffing FTEs</u>	297.00	287.50	279.00

Program Summary

Department: Sheriff
Program: Operations

Function

Provide emergency, non-emergency, and other public safety services to the unincorporated areas of Pima County.

Description of Services

Deploy commissioned deputies to preserve the peace, arrest criminals, and prevent/suppress breaches of the peace. Implement community policing initiatives to improve interaction with the service population, identifying problem areas, and responding accordingly. Provide specially trained officers to support the patrol functions, such as Motorcycle Enforcement, Traffic Investigations, DUI, Park Enforcement, Search and Rescue, Sheriff's Posse, Air Unit, Bomb Squad, Canine, Hostage Negotiations, and Special Weapons and Tactics.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Calls for service	114,680	125,000	128,000
Arrests	15,246	12,000	13,000
On-site calls	10,294	14,000	15,000
Response time in minutes (metro)	4	5	5
Response time in minutes (County wide)	4	5	5

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	34,591,034	36,255,008	38,604,905
Operating Expenses	7,945,133	8,549,087	7,366,218
Capital Equipment > \$5,000	190,136	182,123	-
Total Program Expenditures	42,726,303	44,986,218	45,971,123

Program Summary

Department: Sheriff
Program: Operations

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	40,348	-	-
Charges for Services	338	-	-
Fines & Forfeits	1,474	-	-
Miscellaneous Revenue	17,470	-	-
Operating Revenue Sub-Total	59,630	-	-
Intergovernmental	226,560	300,000	300,000
Investment Earnings	632	-	-
Miscellaneous Revenue	66,969	-	-
Gain or Loss on Disposal of Assets	2,994	-	-
Other Special Revenue Sub-Total	297,155	300,000	300,000
Intergovernmental	252,142	388,959	327,400
Grant Revenue Sub-Total	252,142	388,959	327,400
General Fund Support	42,237,301	44,303,259	45,345,723
Net Operating Transfers In/(Out)	53,537	-	-
Fund Balance Decrease/(Increase)	(173,462)	(6,000)	(2,000)
Other Funding Sources	-	-	-
Total Program Funding	42,726,303	44,986,218	45,971,123
<hr/>			
<u>Program Staffing FTEs</u>	371.00	362.50	359.25

Superior Court

Expenditures: 48,499,324

FTEs 639.90

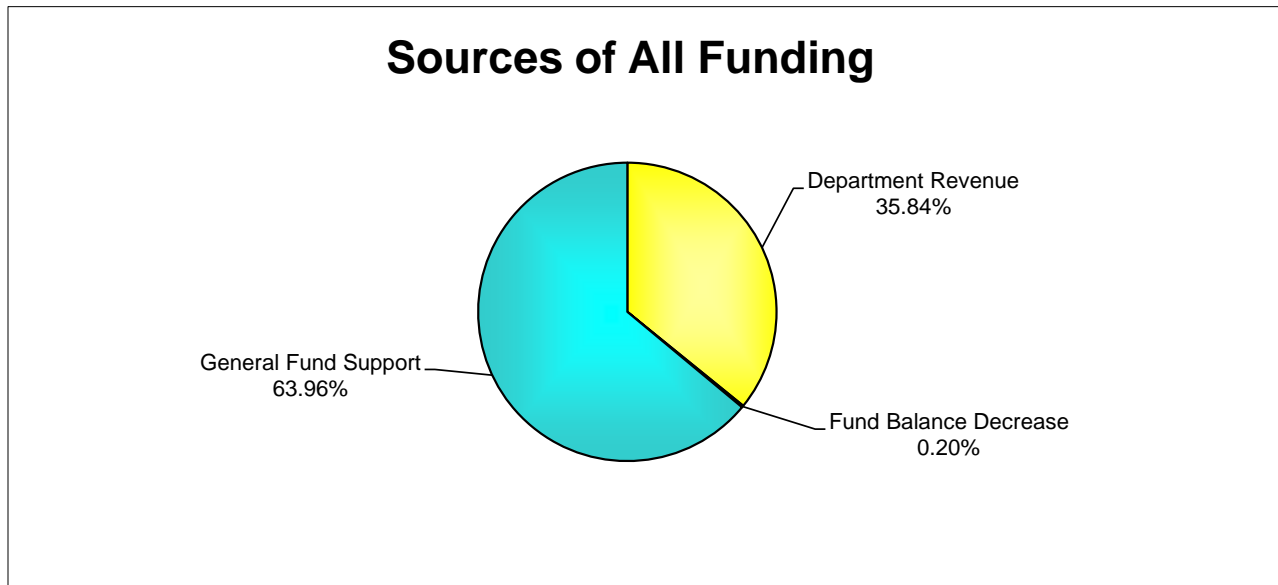
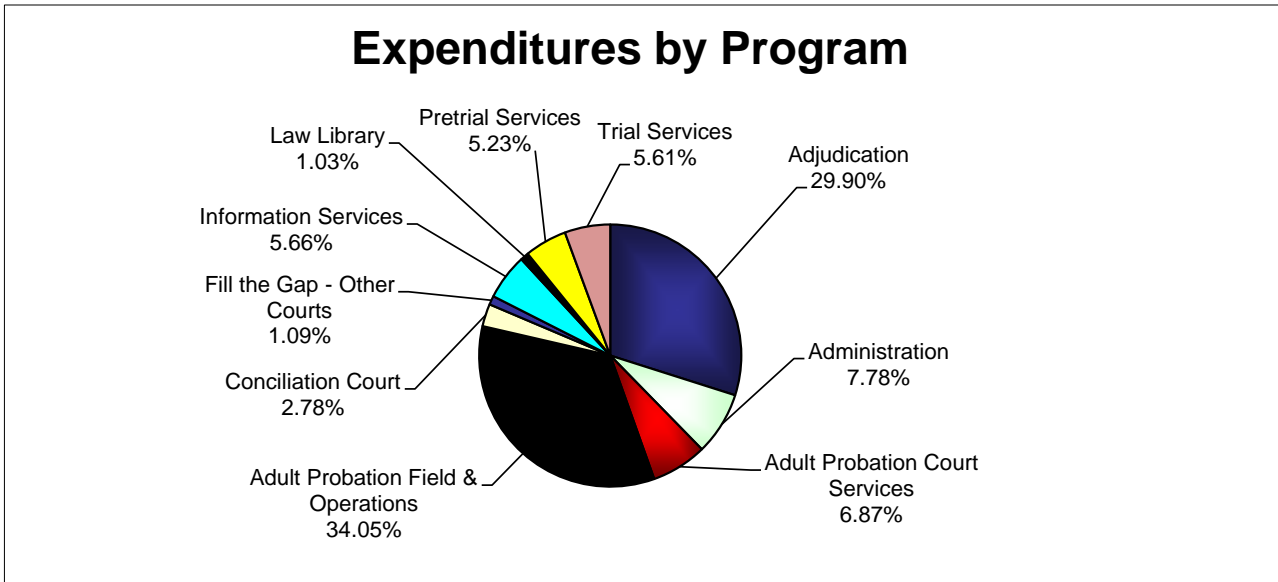
Revenues: 17,382,385

Function Statement:

Adjudicate cases in which exclusive jurisdiction is not vested in another court. Provide administrative services and automated information systems to the court. Provide interpreting services to non-English speaking and hearing impaired defendants, witnesses, and victims. Provide custody/visitation evaluation and mediation, marriage/divorce counseling, and custody evaluations. Provide a legal collection and library facility and assist in the retrieval of information. Provide jurors for Superior Court, Justice Courts, and Tucson Municipal Court. Publish the daily calendar, collect and analyze statistics, and manage the daily calendars for Superior Court divisions. Conduct investigations of defendants and provide supervision of probationers. Provide information about arrestees and detainees to the judicial divisions and monitor compliance with conditions of release.

Mandates:

ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries; ARS Title 25: Marital and Domestic Relations; ARS Title 31: Prisons and Prisoners; and ARS Title 41: State Government



Department Summary by Program

Department: Superior Court

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Adjudication	13,942,968	14,772,529	14,496,081
Administration	3,512,118	3,764,947	3,771,165
Adult Probation Court Services	3,425,610	3,759,335	3,332,024
Adult Probation Field And Operations	16,145,734	17,012,577	16,528,249
Conciliation Court	1,655,912	1,747,875	1,347,022
Fill The Gap - Other Courts	625,193	702,361	527,453
Information Services	2,933,655	3,332,315	2,744,058
Law Library	501,293	265,015	497,337
Pretrial Services	2,359,568	1,396,571	2,533,849
Trial Services	2,673,088	2,798,715	2,722,086
Total Expenditures	<u>47,775,139</u>	<u>49,552,240</u>	<u>48,499,324</u>
<u>Funding by Source</u>			
Revenues			
Adjudication	2,025,534	2,104,749	2,143,986
Administration	6,682	-	-
Adult Probation Court Services	1,817,579	1,835,800	1,720,000
Adult Probation Field And Operations	10,578,221	12,520,994	12,053,528
Conciliation Court	666,526	693,066	670,158
Information Services	385,687	413,340	391,196
Law Library	296,478	304,600	302,600
Pretrial Services	75,000	97,523	100,917
Trial Services	125	-	-
Total Revenues	<u>15,851,832</u>	<u>17,970,072</u>	<u>17,382,385</u>
General Fund Support	30,416,630	30,299,188	31,018,577
Net Operating Transfers In/(Out)	200	-	-
Fund Balance Decrease/(Increase)	1,506,477	1,282,980	98,362
Other Funding Sources	-	-	-
Total Program Funding	<u>47,775,139</u>	<u>49,552,240</u>	<u>48,499,324</u>
<u>Staffing (FTEs) by Program</u>			
Adjudication	166.55	164.25	163.50
Administration	52.50	48.75	48.75
Adult Probation Court Services	55.00	57.00	55.35
Adult Probation Field And Operations	240.25	233.75	231.25
Conciliation Court	23.05	23.00	20.30
Fill The Gap - Other Courts	4.00	4.00	4.00

Department Summary by Program

Information Services	25.00	24.00	24.00
Law Library	4.00	4.00	4.00
Pretrial Services	48.00	46.00	46.00
Trial Services	47.00	45.75	42.75
Total Staffing (FTEs)	665.35	650.50	639.90

Program Summary

Department: Superior Court

Program: Adjudication

Function

Adjudicate all cases filed in the Superior Court.

Description of Services

Adjudicate cases in which exclusive jurisdiction is not vested in another court, cases of equity and of law which involve title to or possession of real property, cases involving the legality of any tax imposed or assessment, cases involving the legality of any toll or municipal ordinance, cases in which the demand or value of property in controversy amounts to \$5,000 or more, and criminal felony and misdemeanor cases not otherwise provided for by law.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Cases filed	20,025	21,882	21,887
Cases pending	21,537	21,004	20,407
Cases disposed	20,543	22,415	22,484
Clearance rate of dispositions to filings	103%	102%	103%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	11,829,766	12,473,054	12,440,257
Operating Expenses	2,113,202	2,299,475	2,055,824
Total Program Expenditures	13,942,968	14,772,529	14,496,081

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Intergovernmental	464,525	405,000	450,000
Charges for Services	148,871	150,000	145,000
Miscellaneous Revenue	208,796	180,000	190,000
Operating Revenue Sub-Total	822,192	735,000	785,000
Intergovernmental	1,037,209	1,217,000	1,200,000
Investment Earnings	6,880	200	100
Other Special Revenue Sub-Total	1,044,089	1,217,200	1,200,100
Intergovernmental	159,253	152,549	158,886
Grant Revenue Sub-Total	159,253	152,549	158,886
General Fund Support	12,378,417	13,192,862	12,987,589
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(460,983)	(525,082)	(635,494)
Other Funding Sources	-	-	-

Program Summary

Department: Superior Court

Program: Adjudication

Total Program Funding	13,942,968	14,772,529	14,496,081
Program Staffing FTEs	166.55	164.25	163.50

Program Summary

Department: Superior Court
Program: Administration

Function

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 & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Applications reviewed	5,553	6,000	6,000
Supply orders processed and delivered in 2 hours	540	615	615
Background checks completed	648	570	609
Job analysis activities - job descriptions	49	50	50
Compliance rate of employees with COJET requirements	100%	100%	100%
Financial reports filed timely	100%	100%	100%

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	3,107,927	3,482,739	3,494,442
Operating Expenses	385,549	282,208	276,723
Capital Equipment > \$5,000	18,642	-	-
Total Program Expenditures	3,512,118	3,764,947	3,771,165
Program Funding by Source			
Revenues			
Miscellaneous Revenue	6,682	-	-
Operating Revenue Sub-Total	6,682	-	-
General Fund Support	3,505,436	3,764,947	3,771,165
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-

Program Summary

Department: Superior Court
 Program: Administration

Other Funding Sources	-	-	-
Total Program Funding	<u>3,512,118</u>	<u>3,764,947</u>	<u>3,771,165</u>
Program Staffing FTEs	52.50	48.75	48.75

Program Summary

Department: Superior Court
Program: Adult Probation Court Services

Function

Provide information to the court to assist in sentencing decisions.

Description of Services

Complete and deliver presentence reports to the court. Conduct investigations and compile comprehensive background reports on defendants. Prepare presentence reports which include a comprehensive statement of the offense, the impact on any victim, an assessment of the defendant's risk factors and criminogenic needs, and other information relevant to the sentencing process.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Number of presentence reports	4,554	4,500	5,059
On-time delivery of reports	99%	99%	99%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	3,183,740	3,414,414	3,047,334
Operating Expenses	241,870	344,921	284,690
Total Program Expenditures	3,425,610	3,759,335	3,332,024

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Miscellaneous Revenue	61	-	-
Operating Revenue Sub-Total	61	-	-
Charges for Services	1,813,944	1,825,000	1,717,000
Investment Earnings	3,574	10,800	3,000
Other Special Revenue Sub-Total	1,817,518	1,835,800	1,720,000
General Fund Support	2,112,046	2,273,392	2,235,760
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(504,015)	(349,857)	(623,736)
Other Funding Sources	-	-	-
Total Program Funding	3,425,610	3,759,335	3,332,024

Program Staffing FTEs	55.00	57.00	55.35
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Program Summary

Department: Superior Court
Program: Adult Probation Field And Operations

Function

Serve the court to actively promote community safety, facilitate positive behavioral change in probationers, and respect victim rights.

Description of Services

Assess the probationers' risk to the community and provide appropriate supervision. Address the probationers' identified needs by implementing outcome-based supervision plans designed to bring about lasting behavioral change. Improve services by participating in the research, development, and advancement of community supervision through evidence-based practices.

Program Goals & 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
 - 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Percent of successful exits from probation	76%	77%	78%
Percent of Court-ordered restitution paid	17%	13%	16%
Percent of Court-ordered restitution hours completed	58%	57%	58%
Percent negative drug samples	95%	94%	94%
Absconders arrested as a percentage of warrants issued	95%	96%	95%
Total collections	\$4,883,504	\$4,186,501	\$4,500,000

Program Summary

Department: Superior Court
Program: Adult Probation Field And Operations

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	13,211,823	14,349,688	13,784,763
Operating Expenses	2,933,911	2,662,889	2,743,486
Total Program Expenditures	16,145,734	17,012,577	16,528,249
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	1,410	-	-
Operating Revenue Sub-Total	1,410	-	-
Intergovernmental	9,563,849	10,811,874	10,649,531
Charges for Services	474,807	830,800	447,623
Investment Earnings	709	2,000	2,000
Miscellaneous Revenue	2,973	11,400	48,511
Other Special Revenue Sub-Total	10,042,338	11,656,074	11,147,665
Intergovernmental	534,223	864,920	905,863
Miscellaneous Revenue	250	-	-
Grant Revenue Sub-Total	534,473	864,920	905,863
General Fund Support	4,304,042	3,915,703	3,848,609
Net Operating Transfers In/(Out)	200	-	-
Fund Balance Decrease/(Increase)	1,263,271	575,880	626,112
Other Funding Sources	-	-	-
Total Program Funding	16,145,734	17,012,577	16,528,249
<u>Program Staffing FTEs</u>	240.25	233.75	231.25

Program Summary

Department: Superior Court
Program: Conciliation Court

Function

Provide a continuum of alternative dispute resolution services in a safe, neutral setting, that can help mitigate the financial and emotional costs imposed by ongoing litigation to families involved in pre-decree, post-decree, or paternity family law cases. Provide accurate and timely services and information to the family law bench in order to assist the court in making custody/parenting time decisions which are in the best interests of children and which can substantially reduce time and expenses to the Superior Court.

Description of Services

Provide mandatory parent education classes, conciliation counseling, custody/parenting time mediation, custody/parenting time evaluation services, parenting coordination, and community education to parties involved in family law cases. Supply all services in English and/or Spanish. Assist parties to resolve their custody and parenting time disputes through a negotiated settlement process in a safe, neutral setting. Provide assistance and information to the family law bench through ongoing contract management, billing, and referral information of the Judicial Supervision Program (JSP) and Substance Abuse Testing Services, as well as billing and referral information on subsidized services ordered for needy families through the Court's expedited fund.

Program Goals & 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
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Conciliation and counseling cases served	104	140	142
Mediation cases served	1,984	2,000	1,990
Domestic Violence/Appropriateness screenings conducted	100%	100%	100%
Evaluation, child interviews, and parenting coordination cases served	285	290	295
Mandatory parent education and community information programs conducted	119	121	121

Program Summary

Department: Superior Court
Program: Conciliation Court

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	1,264,313	1,452,595	1,129,138
Operating Expenses	391,599	295,280	217,884
Total Program Expenditures	1,655,912	1,747,875	1,347,022
<u>Program Funding by Source</u>			
Revenues			
Charges for Services	624,579	630,500	635,500
Investment Earnings	1,650	5,300	1,650
Miscellaneous Revenue	2,113	2,000	2,000
Other Special Revenue Sub-Total	628,342	637,800	639,150
Intergovernmental	38,184	55,266	31,008
Grant Revenue Sub-Total	38,184	55,266	31,008
General Fund Support	697,130	707,610	664,543
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	292,256	347,199	12,321
Other Funding Sources	-	-	-
Total Program Funding	1,655,912	1,747,875	1,347,022
<u>Program Staffing FTEs</u>	23.05	23.00	20.30

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 of Services

Continue the ongoing 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 & Objectives

- Provide probation supervision for Justice Courts
- Provide criminal document images within six hours of receiving document/minute entry distribution

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Justice Court probationers supervised	938	864	850
Criminal document images available six hours after receipt	100%	100%	100%

<u>Program Expenditures by Object</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Personnel Services	592,391	658,208	495,087
Operating Expenses	32,802	44,153	32,366
Total Program Expenditures	625,193	702,361	527,453
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	625,193	702,361	527,453
Other Funding Sources	-	-	-
Total Program Funding	625,193	702,361	527,453

<u>Program Staffing FTEs</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>

Program Summary

Department: Superior Court
Program: Information Services

Function

Provide coordinated long range information technology system analysis, planning, development, and maintenance services in support of all court programs. Provide reliable, effective, and consistent high quality systems and services to the court and the public.

Description of Services

Conduct day-to-day system and equipment installation, maintenance, operation, and administrative support for the court's data networking system, computers, and software application programs. Coordinate and provide technology related purchasing advice, customer support, and desktop application support services. Provide the court's presence on the Internet. Services include software requirement analysis, design, and development; hardware and software implementation; network connectivity installation and service; system operations and maintenance scheduling; security functions and backup/recovery procedures; and response to customer service requests for problem resolution.

Program Goals & 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)
- Continued efforts replacing legacy systems based upon technology such as Microsoft Access, Fox Pro, WANG, ColdFusion, and DotNetNuke
- Support the statewide e-filing, Public Access, and Bench Automation (aiSmartBench) 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Help Desk calls resolved	7,100	7,300	7,600
Implement aiSmartBench	no	yes	yes
e-Filing phases implemented as scheduled	no	yes	yes
Pretrial case management system (PACT) implemented as scheduled	no	yes	yes

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,892,604	2,078,016	2,136,311
Operating Expenses	897,210	1,112,299	467,747
Capital Equipment > \$5,000	143,841	142,000	140,000
Total Program Expenditures	2,933,655	3,332,315	2,744,058

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Charges for Services	356,018	370,000	361,162
Investment Earnings	4,669	6,000	4,700
Other Special Revenue Sub-Total	360,687	376,000	365,862
Intergovernmental	25,000	37,340	25,334
Grant Revenue Sub-Total	25,000	37,340	25,334

Program Summary

Department: Superior Court
Program: Information Services

General Fund Support	2,300,322	2,150,529	2,214,218
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	247,646	768,446	138,644
Other Funding Sources	-	-	-
Total Program Funding	<u>2,933,655</u>	<u>3,332,315</u>	<u>2,744,058</u>
<hr/> Program Staffing FTEs	25.00	24.00	24.00

Program Summary

Department: Superior Court

Program: Law Library

Function

Provide access to current legal materials and information per Arizona Revised Statute 12-305 as well as reference services and self-service access to court approved forms.

Description of Services

Provide a variety of constituents with an up-to-date collection of core legal material and assistance in the retrieval of information. Answer reference questions using best available resources, print or electronic. Offer assistance in selection and use of best electronic resources. Acquire, process, maintain, and inventory judicial collections. Offer alternative ways to access forms as well as resources for forms not offered in the self service center. Offer referrals to appropriate legal advice agencies. Support twice weekly Domestic Relations Clinic offered by Southern Arizona Legal Aid.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Patrons entering Law Library	51,989	52,000	53,000
Westlaw sessions provided (estimated)	8,556	8,700	8,900
Packets of forms sold	20,136	20,200	20,300
Reference questions	7,315	7,500	7,600
Telephone contacts	6,419	6,600	6,600
Forms-related questions answered	24,666	26,000	27,000

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	184,678	246,354	246,211
Operating Expenses	316,615	18,661	251,126
Total Program Expenditures	501,293	265,015	497,337

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Charges for Services	254,432	260,000	260,000
Investment Earnings	2,688	2,600	2,600
Miscellaneous Revenue	39,358	42,000	40,000
Other Special Revenue Sub-Total	296,478	304,600	302,600
General Fund Support	187,987	196,292	141,675
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	16,828	(235,877)	53,062
Other Funding Sources	-	-	-

Program Summary

Department: Superior Court

Program: Law Library

Total Program Funding	501,293	265,015	497,337
Program Staffing FTEs	4.00	4.00	4.00

Program Summary

Department: Superior Court
Program: Pretrial Services

Function

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, effect 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, ensure 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. 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 & 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 (goal is to interview 99% of the felony arrestees booked into the jail and provide a written report to the court at the time of the scheduled initial appearance)
- Release at least 50% of the judicial precinct misdemeanor arrests eligible for post-booking release
- Ensure at least 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
- Enter initial appearance information into department database by noon of the next business day (data entry error rate remains less than 3%)

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Felony defendants presented at the jail	8,205	8,700	9,200
Misdemeanor release rates	60%	55%	55%
Misdemeanor appearance rates	85%	85%	85%
Initial appearance interview/reports	8,205	10,100	10,300
Percent of municipal misdemeanor mental health defendants screened	99%	99%	99%

Program Summary

Department: Superior Court
Program: Pretrial Services

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	2,281,917	1,328,556	2,467,194
Operating Expenses	77,651	68,015	66,655
Total Program Expenditures	2,359,568	1,396,571	2,533,849
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	75,000	97,523	100,917
Grant Revenue Sub-Total	75,000	97,523	100,917
General Fund Support	2,258,287	1,299,138	2,432,932
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	26,281	(90)	-
Other Funding Sources	-	-	-
Total Program Funding	2,359,568	1,396,571	2,533,849
Program Staffing FTEs	48.00	46.00	46.00

Program Summary

Department: Superior Court

Program: Trial Services

Function

Provide services to the judicial divisions of the court including case management information, interpretation services, jurors, court reporting, and statistical reports.

Description of Services

Provide a verbatim record of court proceedings via the use of specialized equipment and training, and provide transcripts from those hearings as requested. Deliver oral interpreting, written translation, and language services to over 46 court divisions and departments of Superior Court in 65 languages. Provide judges with technical assistance as required. Maintain and update Master Jury List, which consists of registered Pima County voters and persons licensed by the Arizona Department of Transportation. Summon enough prospective jurors to meet the needs of the Superior Court, Pima County Consolidated Justice Courts, Green Valley Justice Court, and 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 ensure that the court's case management system (AGAVE) is managed effectively and efficiently.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Jurors reporting	23,093	23,500	23,500
Jurors drawn on panels as a percentage of jurors reporting	89%	88%	88%
Events per interpreter	1,258	1,350	1,485
Percentage of total interpreter events complete	100%	100%	100%
Case management reports submitted on time	100%	100%	100%
Mandated court reporter hearing coverage	100%	100%	100%

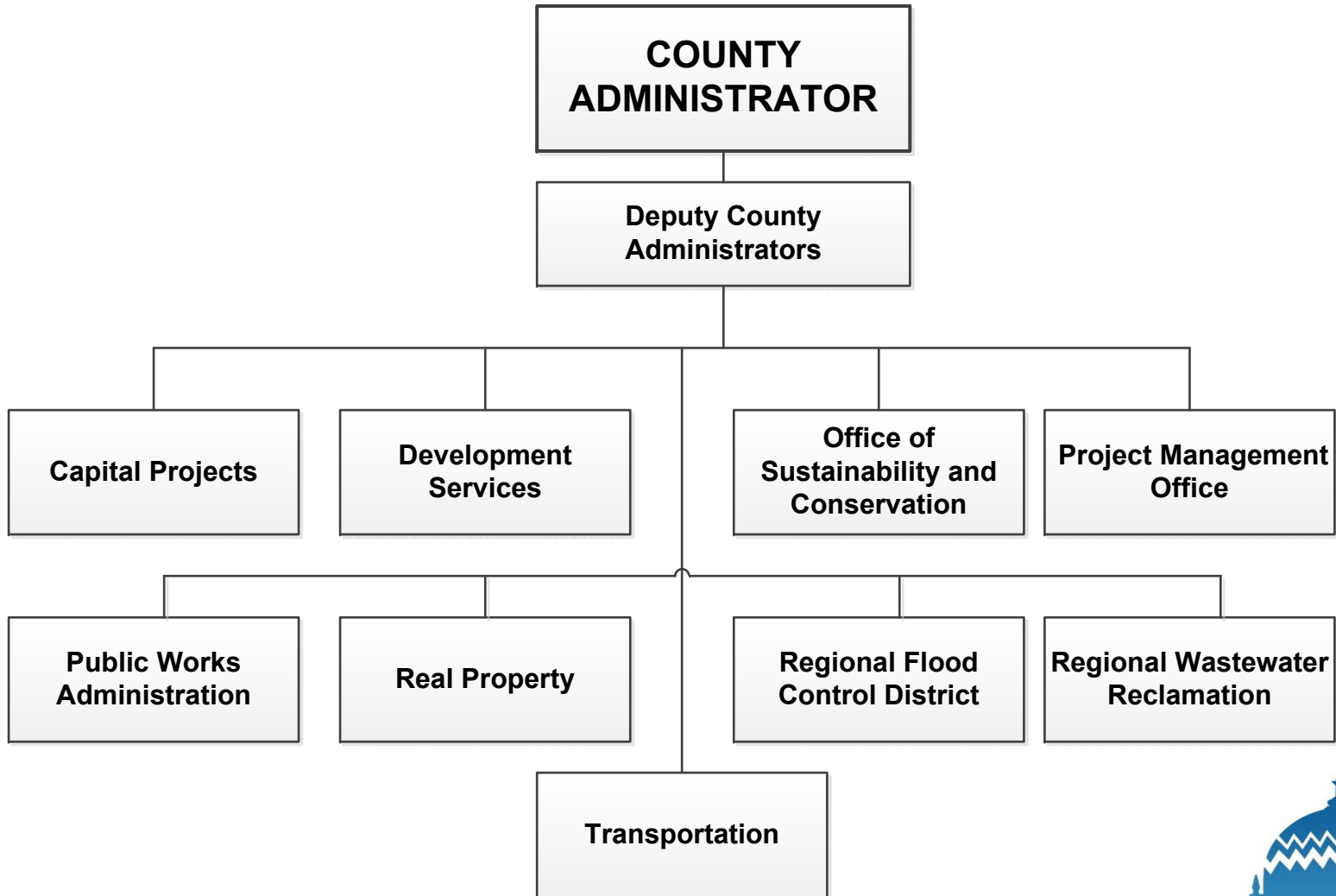
Program Summary

Department: Superior Court

Program: Trial Services

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	2,625,723	2,728,214	2,652,995
Operating Expenses	47,365	70,501	69,091
Total Program Expenditures	2,673,088	2,798,715	2,722,086
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	125	-	-
Operating Revenue Sub-Total	125	-	-
General Fund Support	2,672,963	2,798,715	2,722,086
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	2,673,088	2,798,715	2,722,086
<u>Program Staffing FTEs</u>	47.00	45.75	42.75

PUBLIC WORKS ORGANIZATION CHART



SUMMARY OF EXPENDITURES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Capital Projects	Enterprise	Total Expenditures
PUBLIC WORKS					
Capital Projects					
PW Capital Projects	-	-	105,479,169	-	105,479,169
Total Capital Projects	-	-	105,479,169	-	105,479,169
Development Services					
Permitting	-	-	-	4,004,283	4,004,283
Planning	-	-	-	2,425,470	2,425,470
Support	-	-	-	504,469	504,469
Total Development Services	-	-	-	6,934,222	6,934,222
Ofc of Sustainability & Conservation					
Conservation Science	452,362	-	-	-	452,362
Cultural Resources and Historic Preservation	340,730	-	-	-	340,730
Office of Sustainability and Conservation	608,277	-	-	-	608,277
Sustainability Programs	148,147	-	-	-	148,147
Total Ofc of Sustainability & Conservation	1,549,516	-	-	-	1,549,516
Project Management Office					
Project Management	241,670	-	-	-	241,670
Total Project Management Office	241,670	-	-	-	241,670
Public Works Administration					
Administration	1,350,001	-	-	-	1,350,001
Total Public Works Administration	1,350,001	-	-	-	1,350,001
Real Property Services					
Real Property	1,332,272	-	-	-	1,332,272
Total Real Property Services	1,332,272	-	-	-	1,332,272
Regional Flood Control District					
Canoa Ranch In-Lieu Fee	-	967,900	-	-	967,900
Capital Improvement	-	1,176,292	-	-	1,176,292
Flood Control Support	-	4,717,054	-	-	4,717,054
Hazard Mitigation	-	1,301,154	-	-	1,301,154
Infrastructure	-	6,789,265	-	-	6,789,265
Regulatory	-	1,629,814	-	-	1,629,814
Riparian Protection	-	1,070,951	-	-	1,070,951
Total Regional Flood Control District	-	17,652,430	-	-	17,652,430
Regional Wastewater Reclamation					
Administration	-	-	-	62,517,124	62,517,124
Conveyance System	-	-	-	18,108,069	18,108,069
Planning & Engineering	-	-	-	5,727,305	5,727,305
Treatment Operations	-	-	-	70,019,100	70,019,100
Total Regional Wastewater Reclamation	-	-	-	156,371,598	156,371,598
Transportation					
Support Services Group	-	9,282,735	-	-	9,282,735
System Ops and Maintenance	-	29,637,874	-	-	29,637,874
Transportation - Infrastructure	-	2,472,776	-	-	2,472,776
Transportation Grants	-	1,242,273	-	-	1,242,273
Total Transportation	-	42,635,658	-	-	42,635,658
TOTAL PUBLIC WORKS	4,473,459	60,288,088	105,479,169	163,305,820	333,546,536

SUMMARY OF REVENUES BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Capital Projects	Enterprise	Total Revenues
PUBLIC WORKS					
Capital Projects					
PW Capital Projects	-	-	31,122,589	-	31,122,589
Total Capital Projects	-	-	31,122,589	-	31,122,589
Development Services					
Permitting	-	-	-	7,193,773	7,193,773
Planning	-	-	-	379,530	379,530
Support	-	-	-	15,000	15,000
Total Development Services	-	-	-	7,588,303	7,588,303
Ofc of Sustainability & Conservation					
Cultural Resources and Historic Preservation	250	-	-	-	250
Total Ofc of Sustainability & Conservation	250	-	-	-	250
Regional Flood Control District					
Canoa Ranch In-Lieu Fee	-	1,000,000	-	-	1,000,000
Capital Improvement	-	40,000	-	-	40,000
Flood Control Support	-	23,465,779	-	-	23,465,779
Hazard Mitigation	-	45,000	-	-	45,000
Riparian Protection	-	220,000	-	-	220,000
Total Regional Flood Control District	-	24,770,779	-	-	24,770,779
Regional Wastewater Reclamation					
Administration	-	-	-	171,557,547	171,557,547
Total Regional Wastewater Reclamation	-	-	-	171,557,547	171,557,547
Transportation					
Support Services Group	-	58,658,394	-	-	58,658,394
System Ops and Maintenance	-	441,802	-	-	441,802
Transportation - Infrastructure	-	1,247,700	-	-	1,247,700
Transportation Grants	-	3,815,164	-	-	3,815,164
Total Transportation	-	64,163,060	-	-	64,163,060
TOTAL PUBLIC WORKS	250	88,933,839	31,122,589	179,145,850	299,202,528

SUMMARY OF FULL TIME EQUIVALENTS BY FUND: PROGRAM

Functional Area / Department / Program	General Fund	Special Revenue	Enterprise	Total FTEs
PUBLIC WORKS				
Development Services				
Permitting	-	-	35.00	35.00
Planning	-	-	20.00	20.00
Support	-	-	3.00	3.00
Total Development Services	-	-	58.00	58.00
Ofc of Sustainability & Conservation				
Conservation Science	4.90	-	-	4.90
Cultural Resources and Historic Preservation	4.00	-	-	4.00
Office of Sustainability and Conservation	6.00	-	-	6.00
Sustainability Programs	2.00	-	-	2.00
Total Ofc of Sustainability & Conservation	16.90	-	-	16.90
Project Management Office				
Project Management	4.00	-	-	4.00
Total Project Management Office	4.00	-	-	4.00
Public Works Administration				
Administration	10.00	-	-	10.00
Total Public Works Administration	10.00	-	-	10.00
Real Property Services				
Real Property	15.00	-	-	15.00
Total Real Property Services	15.00	-	-	15.00
Regional Flood Control District				
Capital Improvement	-	3.00	-	3.00
Flood Control Support	-	7.00	-	7.00
Hazard Mitigation	-	4.00	-	4.00
Infrastructure	-	17.00	-	17.00
Regulatory	-	21.00	-	21.00
Riparian Protection	-	6.00	-	6.00
Total Regional Flood Control District	-	58.00	-	58.00
Regional Wastewater Reclamation				
Administration	-	-	103.00	103.00
Conveyance System	-	-	121.00	121.00
Planning & Engineering	-	-	68.00	68.00
Treatment Operations	-	-	165.00	165.00
Total Regional Wastewater Reclamation	-	-	457.00	457.00
Transportation				
Support Services Group	-	20.50	-	20.50
System Ops and Maintenance	-	186.25	-	186.25
Transportation - Infrastructure	-	79.00	-	79.00
Total Transportation	-	285.75	-	285.75
TOTAL PUBLIC WORKS	45.90	343.75	515.00	904.65

Capital Projects

Expenditures: 105,479,169

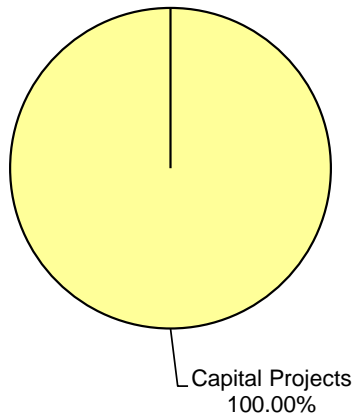
FTEs 0.00

Revenues: 31,122,589

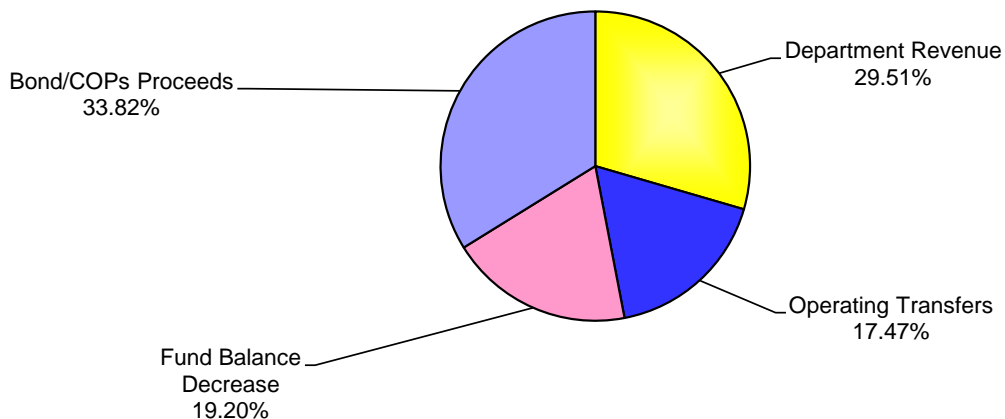
Function Statement: The Capital Projects budget reflects anticipated funding for the construction of Pima County capital improvement projects with a value of \$100,000 or more (excluding Wastewater Reclamation enterprise fund projects and internal service fund projects for Parking Garages, Fleet Services and Telecommunications), as detailed in the proposed Fiscal Year 2017/21 Five Year Capital Improvement Plan.

Mandates: Pima County Code Title 3: Revenue and Finance, Chapter 3.06: Bonding Disclosure, Accountability, and Implementation

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Capital Projects**

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
PW Capital Projects	100,961,324	83,325,542	105,479,169
Total Expenditures	<u>100,961,324</u>	<u>83,325,542</u>	<u>105,479,169</u>
<u>Funding by Source</u>			
Revenues			
PW Capital Projects	29,544,763	22,384,510	31,122,589
Total Revenues	<u>29,544,763</u>	<u>22,384,510</u>	<u>31,122,589</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(19,917,627)	(39,108,574)	(9,423,264)
Fund Balance Decrease/(Increase)	19,309,188	74,368,606	48,098,844
Other Funding Sources	72,025,000	25,681,000	35,681,000
Total Program Funding	<u>100,961,324</u>	<u>83,325,542</u>	<u>105,479,169</u>
<u>Staffing (FTEs) by Program</u>			
PW Capital Projects	6.00	-	-
Total Staffing (FTEs)	<u>6.00</u>	<u>-</u>	<u>-</u>

Program Summary

Department: Capital Projects
Program: PW Capital Projects

Function

Account for financial resources to be used for the acquisition and/or construction of major capital assets, including land, buildings, roads and streets, drainage ways, libraries, and parks (including those financed by Proprietary Funds), as detailed in the five-year Capital Improvement Plan (CIP) and the one-year Capital Improvement Budget. Activities are performed by the Project Management Office and the Finance Management Division.

Program Goals & Objectives

- Provide project/program oversight through the gate process
 - Deliver individual projects on schedule and within budget
-

Financial Highlights

The budgeted amount of \$105,479,169 is based on the following:

Capital Projects Fund Expenditures

Transportation	50,896,922
Facilities Management	31,441,543
Regional Flood Control District	15,632,511
Community Development	3,614,498
Environmental Quality	1,280,615
Natural Resources, Parks and Recreation	1,037,929
Information Technology	750,000
Office of Sustainability and Conservation	525,151
Sheriff	300,000
	105,479,169

(Note: Beginning fiscal year 2015/16, the expenditures of Project Management Office (PMO) appear in an individual department in General Fund. PMO expenses of prior fiscal years appear in the Capital Project Fund.)

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
None Submitted	n/a	n/a	n/a

Program Summary

Department: Capital Projects
Program: PW Capital Projects

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	5,147,843	-	-
Operating Expenses	61,659,019	11,065	-
Capital Projects	34,154,462	83,314,477	105,479,169
Total Program Expenditures	<u>100,961,324</u>	<u>83,325,542</u>	<u>105,479,169</u>
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	23,037,713	17,962,394	27,435,634
Charges for Services	4,728,535	3,940,800	3,186,670
Investment Earnings	502,375	281,316	283,076
Miscellaneous Revenue	1,276,140	200,000	217,209
Operating Revenue Sub-Total	<u>29,544,763</u>	<u>22,384,510</u>	<u>31,122,589</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(19,917,627)	(39,108,574)	(9,423,264)
Fund Balance Decrease/(Increase)	19,309,188	74,368,606	48,098,844
Other Funding Sources	72,025,000	25,681,000	35,681,000
Total Program Funding	<u>100,961,324</u>	<u>83,325,542</u>	<u>105,479,169</u>
<u>Program Staffing FTEs</u>	6.00	-	-

Pima County FY 2016/2017 Adopted Budget

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2016/2017**

For a comprehensive list of the active and future projects comprising the Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects, Fiscal Years 2016/2017 - 2020/2021 and Beyond.

Project	FY 2016/17
Transportation	
Sunset Road Silverbell Road to I-10 to River Road	10,622,495
Wilmot Road North of Sahuarita Road	8,399,406
Colossal Cave Road Success Drive & Ruthrauff Culvert	5,491,218
Pavement Preservation	4,750,000
Cortaro Farms Road Camino de Oeste to Thornydale	3,050,101
Houghton Road I-10 to Golf Links Road	3,000,000
Valencia Road Wade Road to Ajo Highway	2,364,000
Hughes Access Road Relocation	1,848,623
La Canada River Road to Ina Road	1,272,880
Kolb Road Sabino Road to Sunrise Drive	1,232,500
Safety Improvements 1997 Bond Funded	865,000
HSIP Matching Federal Safety Funds	730,000
Summit View Elementary Safe Routes to School	707,228
Alvernon Hughes Access Bike Lanes	698,000
Rillito Riverpath & Camino de la Tierra Bicycle & Pedestrian	683,122
Valencia Road Mark Road to Wade Road	661,279
El Pas Southwest Greenway	523,000
Old Vail Middle School Safe Route to School	436,478
Magee Road La Canada Drive to Oracle Road	336,622
Camino Loma Alta and Clossal Cave Road	229,000
Craycroft Road Improvements	228,000
Elephant Head Road Bridge, Girder Replacement	206,881
Curtis Road Traffic Safety Improvements	182,950
Sabino Canyon Road/Sunrise Road Roundabout	158,500
Hughes Buffer Project	157,000
Intelligent Transport System Signals Coord & Cab Upgrade	150,000
Bopp Road at Donald Ave. Improvements	143,000
Valencia Road Alvernon Way to Wilmot	142,567
Camino de Oeste at Linda Vista Boulevard	128,000
Catalina Highway at Houghton Road Roundabout	128,000
Picture Rocks Road and Sandario Road Improvements	128,000
Tanque Verde Road at Tanque Verde Loop Road	128,000
Speedway Blvd. Painted Hills Road to Camino Del Oeste	124,853
Benson Highway at Columbus Blvd. Intersection Improvements	110,000
Los Reales/Swan Roundabout	101,000
Bopp/San Joaquin Roundabout	101,000
Square Tube Breakaway Sign Posts	100,000
Benson Highway atDrexel Road Intersection Improvements	88,000
Silverbell Road Grant Road to Goret Road	82,526
Ina Road Sidewalks Shannon Road to La Cholla Blvd.	73,488
South Camino De La Tierra - Highway Drive-Curtis Road Pave	68,000
Palo Verde HAWKS @ Alvord & Milton	55,738
Left Turn Lane at Cactus Forest Drive & Old Spanish Trail	48,800
La Cholla Blvd. Overton Road to Tangerine	41,350
Mary Ann Cleveland Way @ Kush Canyon Lane HAWK	40,897

Pima County FY 2016/2017 Adopted Budget

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2016/2017**

For a comprehensive list of the active and future projects comprising the Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects, Fiscal Years 2016/2017 - 2020/2021 and Beyond.

<u>Project</u>	<u>FY 2016/17</u>
I-10/Craycroft Intersection Signalization Construction	25,000
South Houghton Road Camino Aurelia to I-10	15,000
Old Tucson Nogales Hwy Summit Neighborhood	14,812
Manzanita Elementary Safe Routes to School Design Project	11,700
Tanque Verde Road at Emily Gray Junior High School HAWK	6,935
Bowes Road @ Sabino High School HAWK	5,973
<u>Transportation Total</u>	<u>50,896,922</u>
<u>Facilities Management</u>	
New Pima Animal Care Center	12,761,500
Project Curvature World View	9,200,000
Old Court House Renovations & Tenant Improvements	5,300,000
Flowing Wells Branch Library	1,200,000
97 East Congress Modernization	990,000
Repave Non-Park Facility Parking Lots	500,000
Southeast Library - UA Tech Park	500,000
Superior Courts Restroom	350,000
Linda Avenue House Restoration	253,788
Adult Detention Center Electrical and Plumbing Improvements	225,000
Downtown Court Complex	161,255
<u>Facilities Management Total</u>	<u>31,441,543</u>
<u>Regional Flood Control District</u>	
Pantano Wash Ft. Lowell Park to Tanque Verde Road	3,680,000
El Corazon de los Tres Rios Del Norte	3,000,000
Santa Cruz River Maintenance	1,700,000
Roger Road & I-10 Drainage Improvement	1,203,000
Riparian Mitigation Project	1,200,000
Floodprone Land Acquisition Program	1,000,000
Tohono O'Odham Nation Drainage	893,511
Rillito River Maintenance Projects	800,000
Urban Drainage	500,000
Santa Cruz River Pavement Rehab CDO Wash to Silverlake	500,000
Arroyo Chico Detention Basin USACOE	256,000
CDO Pathway La Cholla to La Canada	250,000
Green Valley Drainage Way 6 Repairs	250,000
Property Rights Assessments for Rillito River	150,000
Property Rights Assessments for Santa Cruz River	150,000
SCR Flood Control Erosion Control & Linear Park Ajo to 29th Street	100,000
<u>Regional Flood Control District Total</u>	<u>15,632,511</u>
<u>Community Development & Neighborhood Conservation</u>	
Housing Reinvestment 2004 Authorization	1,650,159
Neighborhood Reinvestment 2004 Authorization	861,073
1997 Neighborhood and Housing Reinvestment Program	693,820
5 Points Business Coalition	409,446
<u>Community Development & Neighborhood Conservation Total</u>	<u>3,614,498</u>

Pima County FY 2016/2017 Adopted Budget

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2016/2017**

For a comprehensive list of the active and future projects comprising the Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects, Fiscal Years 2016/2017 - 2020/2021 and Beyond.

<u>Project</u>	<u>FY 2016/17</u>
<u>Environmental Quality</u>	
Tangerine Closure	930,615
Environmental Remediation - El Camino del Cerro Landfill	350,000
<u>Environmental Quality Total</u>	1,280,615
<u>Natural Resources, Parks & Recreation</u>	
SE Community Park	837,929
Northside Community Park	200,000
<u>Natural Resources, Parks & Recreation</u>	1,037,929
<u>Information Technology</u>	
Library Network Lifecycle	750,000
<u>Information Technology Total</u>	750,000
<u>Office of Sustainability and Conservation</u>	
Anza Trail - Llano Grande Campsite	275,500
Anza Trail - Los Morteros Campsite	155,000
Fort Lowell Acquisition - Atkins Steel Acquisition	55,190
Tumamoc Hill Acquisition	39,461
<u>Office of Sustainability and Conservation Total</u>	525,151
<u>Sheriff</u>	
Regional Public Safety Communications System	300,000
<u>Sheriff Total</u>	300,000
<u>Parking Garages</u>	
Garage Revenue & Access Controls Upgrade	314,882
Solar Canopy Installation	40,000
<u>Parking Garages Total</u>	354,882
<u>Telecommunications</u>	
Mission and Ajo Way Fiber	900,000
Inter-Data Center Fiber Infrastructure	675,000
<u>Telecommunications Total</u>	1,575,000
<u>Fleet Services</u>	
Mission Road Complex Fuel Island	2,594,009
Houghton Road Fuel Island	400,000
Building 12 Demolition and Electric Services Improvements	297,000
<u>Fleet Services Total</u>	3,291,009
<u>Regional Wastewater Reclamation</u>	
Minor Rehabilitation Projects fiscal year 2016/17	9,995,000
SE Interceptor Augmentation	9,233,418
North Rillito Interceptor Rehabilitation	6,849,730
CRRPS Facility Modifications	4,480,841
Old Nogales Interceptor Aug - New Aerospace Corridor Sewer	2,331,680
Sewer Manhole Rehabilitation #7	1,599,000
SCADA WAN Infrastructure Upgrade	1,100,000
Tres Rios Sludge Holding Tank	1,046,000
Tres Rios WRF Existing Infrastructure Upgrades Project	1,000,000

Pima County FY 2016/2017 Adopted Budget

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
Fiscal Year 2016/2017**

For a comprehensive list of the active and future projects comprising the Pima County Capital Improvement Plan refer to the Capital Improvement Program section - Summary of Active Capital Improvement Projects, Fiscal Years 2016/2017 - 2020/2021 and Beyond.

Project	FY 2016/17
ADOT Ina Road & I-10 Sewer Modifications	1,000,000
Green Valley WRF - Future Development Plan FY13/14	1,000,000
Tres Rios WRF Additional Sludge Screens (2)	925,000
Black Wash Augmentation	893,000
Sabino Creek Pump Station	888,286
Avra Valley WRF New Influent Emergency Overflow Basin	700,000
State Prison Pump Station Rehabilitation fiscal year 2013/14	636,689
Aerospace Parkway Extension Sewer	600,000
System-Wide Conveyance Rehabilitation Program	500,000
Corona de Tucson WWTF UV Disinfection & Filtration	293,867
Tangerine Road Force Main Relocation	290,000
City of Tucson DOT Downtown Links Phases 2 & 3	240,000
22nd Street Alvernon Way to Swan Road Augmentation	225,000
City of Tucson DOT Houghton Road Broadway Blvd. Intersection Improvements	154,000
Principal Pump Station	119,704
Conveyance SCADA System Upgrade Richey Road to Ina Road	100,800
ADOT West Ruthrauff Road & I-10 Sewer Modifications	100,000
Emergency Overflow Basin #4 Creation	100,000
Sewer Utility Minor Modification Projects 2016/2017	100,000
La Tierra Pump Station Conversion to Gravity Sewer	81,817
Pima County Fairgrounds Connection to Existing Conveyance System	50,000
ADOT West Ajo Way & I-19 Sewer Modifications	44,492
City of Tucson DOT Grant Road Corridor Improvements Sewer Utility	32,000
City of Tucson DOT 22nd Street I-10 to Tucson Blvd. Sewer Utility	15,000
Minor Rehabilitation Projects fiscal year 2015/16	5,000
ADOT SR86 Valencia Road to Kinney Road	2,000
Sewer Manhole Rehabilitation #6	1,000
<u>Regional Wastewater Reclamation Total</u>	<u>46,733,324</u>
Total Capital Improvement Projects	157,433,384
Less: Parking Garages	(354,882)
Less: Telecommunications	(1,575,000)
Less: Fleet Services	(3,291,009)
Less: Regional Wastewater Reclamation	<u>(46,733,324)</u>
Total FY 2016/17 Recommended Capital Projects Fund	<u>105,479,169</u>

Development Services

Expenditures: 6,934,222

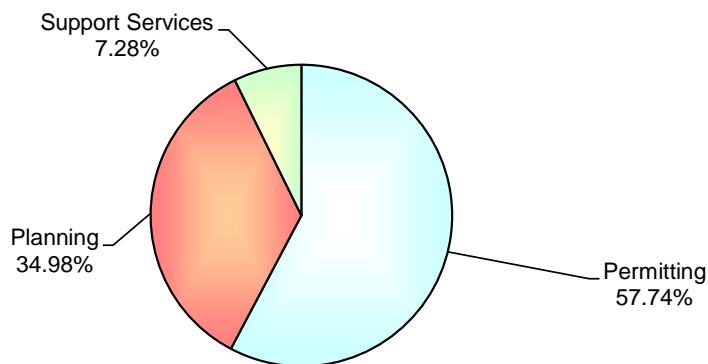
FTEs 58.00

Revenues: 7,588,303

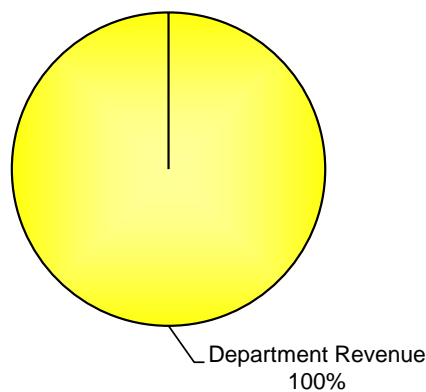
Function Statement: Provide land use planning, development, and permitting services. Administer the rezoning, comprehensive plan amendment, and land use appeals processes. Review subdivision plats and plans for commercial development for compliance with zoning and development regulations. Review plans, issue permits and perform inspections. Enforce zoning and building codes complaints. Assign addresses, approve new street names, and process street name changes. Provide green building/sustainability review and permitting services.

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 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Expenditures by Program</u>			
Permitting	2,991,442	3,937,991	4,004,283
Planning	2,288,683	2,382,865	2,425,470
Support	1,607,638	594,421	504,469
Total Expenditures	<u>6,887,763</u>	<u>6,915,277</u>	<u>6,934,222</u>
<u>Funding by Source</u>			
Revenues			
Permitting	6,093,953	6,704,362	7,193,773
Planning	266,315	268,216	379,530
Support	16,953	15,000	15,000
Total Revenues	<u>6,377,221</u>	<u>6,987,578</u>	<u>7,588,303</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(71,618)	(405,154)	(515,955)
Fund Balance Decrease/(Increase)	582,160	332,853	(138,126)
Other Funding Sources	-	-	-
Total Program Funding	<u>6,887,763</u>	<u>6,915,277</u>	<u>6,934,222</u>
<u>Staffing (FTEs) by Program</u>			
Permitting	37.00	36.00	35.00
Planning	22.00	19.00	20.00
Support	4.00	3.00	3.00
Total Staffing (FTEs)	<u>63.00</u>	<u>58.00</u>	<u>58.00</u>

Program Summary

Department: Development Services

Program: Permitting

Function

Ensure building safety and sustainability through construction plan review and inspections. Ensure compliance with zoning code and other applicable regulations. Ensure conformity of subdivision plats, commercial development concept plans, and site construction plans with Pima County codes and standards.

Description of Services

Provide plan review and permitting services for commercial and residential structures projects. Make zoning determinations and verify permitted uses and adherence to adopted development standards. Assign addresses and street names. Review construction plans, issue permits and collect fees. Schedule inspections and maintain construction records. Provide on site inspections for code compliance. Apply standards for hillside development, grading, landscaping and native plant preservation. Provide green building and sustainability services. Review subdivision tentative and final plats, development concept plans and site construction plans. Coordinate with other County agencies to ensure consistent, comprehensive, and timely implementation of flood control, wastewater, septic and transportation requirements related to permitting. Implement processes and procedures to enforce rules, codes and ordinances.

Program Goals & Objectives

- Provide timely plan review and inspection services
 - Achieve at least 80% of building plan reviews completed within 5 working days from the date of submittal
 - Achieve 99% of building inspections completed on the scheduled inspection date
 - Achieve at least 80% of subdivision plat, development concept and site construction reviews completed within 5 working days from the date of submittal
- Provide helpful plan review and inspection services
 - Achieve at least 85% of building permit applicants who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)
 - Achieve at least 85% of building inspection customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)
 - Achieve at least 80% of subdivision plat, development concept and site construction customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Building plan reviews completed within 5 working days from the date of submittal	80%	80%	80%
Building inspections completed on the scheduled inspection date	99%	99%	99%
Subdivision plat, development concept and site construction reviews completed within 5 working days from the date of submittal	80%	80%	80%
Building permit applicants who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)	85%	85%	85%
Building inspection customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)	85%	85%	85%
Subdivision plat, development concept and site construction customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)	85%	85%	85%

Program Summary

Department: Development Services

Program: Permitting

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	2,731,847	2,822,145	2,890,430
Operating Expenses	259,595	1,115,846	1,113,853
Total Program Expenditures	2,991,442	3,937,991	4,004,283
<u>Program Funding by Source</u>			
Revenues			
Licenses & Permits	5,768,633	6,169,560	6,860,663
Charges for Services	323,339	534,485	333,110
Miscellaneous Revenue	1,981	317	-
Operating Revenue Sub-Total	6,093,953	6,704,362	7,193,773
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(3,102,511)	(2,766,371)	(3,189,490)
Other Funding Sources	-	-	-
Total Program Funding	2,991,442	3,937,991	4,004,283
<u>Program Staffing FTEs</u>	37.00	36.00	35.00

Program Summary

Department: Development Services

Program: Planning

Function

Provide land use planning services related to the comprehensive plan, rezonings, land use actions, board of adjustment and design review committee requests, hearing administrator cases, zoning code text amendments and code enforcement actions.

Description of Services

Update, amend, and maintain the comprehensive plan. Participate in regional and interjurisdictional planning efforts. Conduct special planning area studies. Prepare reports, notifications, and analyses on rezonings, specific plans, and special actions. Review minor lot split requests. Coordinate land planning, infrastructure, and environmental policy with other Public Works departments and perform related work. Review plat note modifications, plat waivers and other modification requests. Prepare Planning & Zoning Commission, Board of Adjustment and Design Review Committee reports. Implement processes and procedures to apply and enforce adopted rules, codes and ordinances. Oversee and coordinate zoning code text amendments. Administer and staff the hearing officer process for code enforcement and prepare hearing officer appeal cases.

Program Goals & Objectives

- Provide timely planning services
 - Achieve at least 80% of rezoning applications reviewed within 15 days of submittal
 - Achieve 100% of comprehensive plan amendment requests acted on by the Board of Supervisors by December 31st
- Provide helpful planning services
 - Achieve at least 80% of the rezoning customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)
 - Achieve at least 80% of the comprehensive plan amendment customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)
- Provide timely code enforcement services
 - Achieve at least 80% of code enforcement complaints closed, compliant or a citation issued within 60 calendar days of the case opened
- Provide helpful code enforcement services
 - Achieve at least 80% of the zoning, building and grading complaints and violators who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Rezoning applications reviewed within 15 days of submittal	80%	80%	80%
Comprehensive plan amendment requests acted on by the Board of Supervisors by December 31st	100%	100%	100%
Rezoning customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)	80%	80%	80%
Comprehensive plan amendment customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)	80%	80%	80%
Code enforcement complaints closed, compliant or a citation issued within 60 calendar days of the case opened	80%	80%	80%
Zoning, building and grading complaints and violators who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)	80%	80%	80%

Program Summary

Department: Development Services

Program: Planning

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	1,765,818	1,639,918	1,719,903
Operating Expenses	522,865	742,947	705,567
Total Program Expenditures	2,288,683	2,382,865	2,425,470
<u>Program Funding by Source</u>			
Revenues			
Licenses & Permits	-	-	29,408
Charges for Services	232,246	263,859	345,122
Miscellaneous Revenue	34,069	4,357	5,000
Operating Revenue Sub-Total	266,315	268,216	379,530
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	2,022,368	2,114,649	2,045,940
Other Funding Sources	-	-	-
Total Program Funding	2,288,683	2,382,865	2,425,470
<u>Program Staffing FTEs</u>	22.00	19.00	20.00

Program Summary

Department: Development Services

Program: Support

Function

Provide strategic vision and leadership to the department. Ensure compliance with mandates and Pima County administrative and fiscal policy/procedures. Establish performance goals. Advance 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 to the public, customers, and the media. Set and lead efforts to achieve performance goals. Prepare and administer the budget for the department. Perform other functions as directed by the County Administrator and/or Deputy County Administrator. Ensure departmental operations have the needed information technology support.

Program Goals & Objectives

- Enhance financial stability
 - Achieve 100% of department operating costs covered annually by generated revenue
- Provide excellent customer service
 - Achieve at least 80% of customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)
- Increase the number of core processes that achieve measurable process improvements in time, quality, and/or cost annually
 - Achieve at least 80% of core process which show measureable improvement from the prior year

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Department operating costs covered annually by generated revenue	100%	100%	100%
Department customers who rate the overall quality of customer satisfaction highly (4 or 5 on 5 point scale)	80%	80%	80%
Core process which show measureable improvement from the prior year	80%	80%	80%

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	381,461	383,777	395,136
Operating Expenses	1,226,177	210,644	109,333
Total Program Expenditures	<u>1,607,638</u>	<u>594,421</u>	<u>504,469</u>

Program Funding by Source

Revenues

Charges for Services	57	-	-
Investment Earnings	15,139	15,000	15,000
Miscellaneous Revenue	1,757	-	-
Operating Revenue Sub-Total	<u>16,953</u>	<u>15,000</u>	<u>15,000</u>

Program Summary

Department: Development Services

Program: Support

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(71,618)	(405,154)	(515,955)
Fund Balance Decrease/(Increase)	1,662,303	984,575	1,005,424
Other Funding Sources	-	-	-
Total Program Funding	<u><u>1,607,638</u></u>	<u><u>594,421</u></u>	<u><u>504,469</u></u>
<u>Program Staffing FTEs</u>	4.00	3.00	3.00

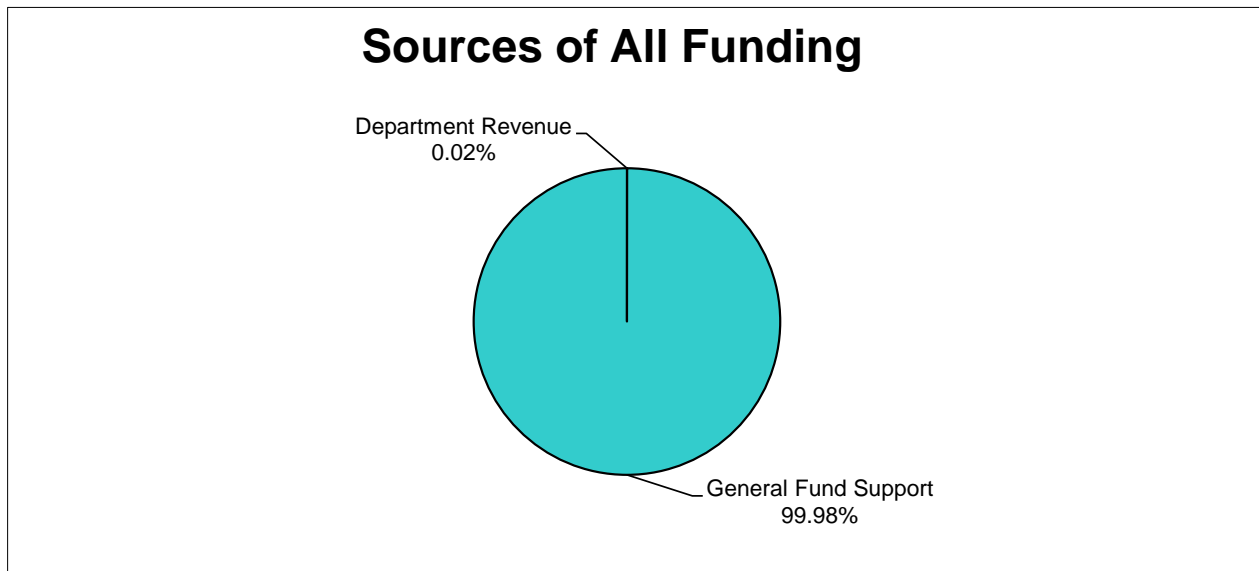
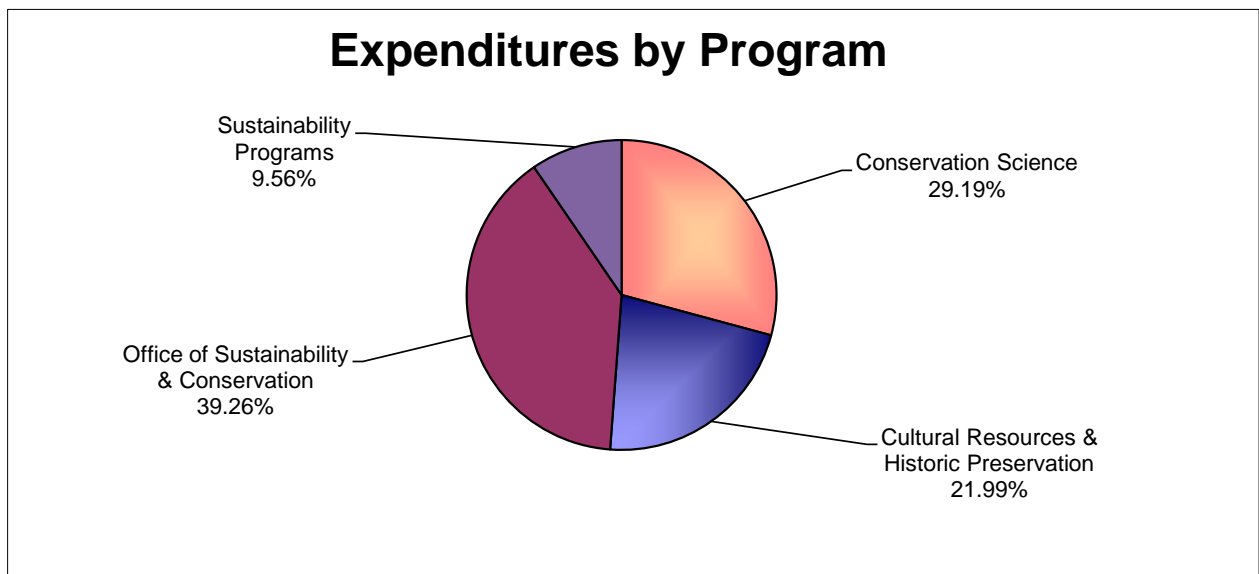
Office of Sustainability & Conservation

Expenditures: 1,549,516 Revenues: 250
FTEs 16.90

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: Beginning fiscal year 2015/16, the budget of Office of Sustainability and Conservation will remain in General Fund to show actual costs, except charges to specific Capital Projects. Beginning in fiscal year 2015/16, the Public Works departments will share the cost of these services though the Public Works Overhead object.



Department Summary by Program

Department: Office of Sustainability and Conservation

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Conservation Science	(25,781)	455,532	452,362
Cultural Resources and Historic Preservation	(75,039)	318,254	340,730
Office of Sustainability and Conservation	199,401	485,306	608,277
Sustainability Programs	114,580	145,064	148,147
Total Expenditures	<u>213,161</u>	<u>1,404,156</u>	<u>1,549,516</u>
<u>Funding by Source</u>			
Revenues			
Conservation Science	274	-	-
Cultural Resources and Historic Preservation	35	1,000	250
Office of Sustainability and Conservation	1,628	5,000	-
Total Revenues	<u>1,937</u>	<u>6,000</u>	<u>250</u>
General Fund Support	203,853	1,399,146	1,549,266
Net Operating Transfers In/(Out)	-	(990)	-
Fund Balance Decrease/(Increase)	7,371	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>213,161</u>	<u>1,404,156</u>	<u>1,549,516</u>
<u>Staffing (FTEs) by Program</u>			
Conservation Science	4.90	4.90	4.90
Cultural Resources and Historic Preservation	4.00	4.00	4.00
Office of Sustainability and Conservation	4.00	4.00	6.00
Sustainability Programs	2.00	2.00	2.00
Total Staffing (FTEs)	<u>14.90</u>	<u>14.90</u>	<u>16.90</u>

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 SDPC 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: Beginning fiscal year 2015/16, expenditures of the Office of Sustainability & Conservation department remain in General Fund, except charges to specific Capital Projects, and will no longer be transferred to other departments leaving net expenses. In fiscal year 2015/16, the costs for these programs will be shared by Public Works departments through the Public Works Overhead.)

Program Goals & Objectives

- Improve County decisions by providing the best available natural resource information, including status and trends of key contributing factors
- Integrate SDPC 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
- Ensure Federal processes meet or exceed County environment standards

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Ecological Monitoring Plan Implementation	yes	yes	yes
Departmental responsibilities for Multi-species Conservation Plan	yes	yes	yes
Database products related to the Stewardship Land Management project	n/a	yes	yes
Opt-In Certificate of Coverage Section 10 applications processed annually	n/a	n/a	12
Opt-Out Certificate of Coverage Section 10 applications received annually	n/a	n/a	90

<u>Program Expenditures by Object</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Personnel Services	(24,086)	420,532	421,462
Operating Expenses	(1,695)	35,000	30,900
Total Program Expenditures	(25,781)	455,532	452,362

Program Funding by Source

<u>Revenues</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
Miscellaneous Revenue	274	-	-
Operating Revenue Sub-Total	274	-	-
General Fund Support	(26,055)	455,532	452,362
Net Operating Transfers In/(Out)	-	-	-

Program Summary

Department: Office of Sustainability and Conservation

Program: Conservation Science

Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	(25,781)	455,532	452,362
<hr/>			
<u>Program Staffing FTEs</u>	4.90	4.90	4.90

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.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Compliance actions for County projects reviewed	200	175	175
Compliance reviews for private development reviewed	175	150	150
Preservation bond funds expended	\$847,000	\$1,000,000	\$800,000

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	(3,616)	313,154	336,330
Operating Expenses	(71,423)	5,100	4,400
Total Program Expenditures	(75,039)	318,254	340,730

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Miscellaneous Revenue	35	1,000	250
Operating Revenue Sub-Total	35	1,000	250
General Fund Support	(70,086)	317,254	340,480
Net Operating Transfers In/(Out)	(4,988)	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	(75,039)	318,254	340,730

Program Staffing FTEs	4.00	4.00	4.00
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Program Summary

Department: Office of Sustainability and Conservation

Program: Office of Sustainability and Conservation

Function

Provide comprehensive support for the Cultural Resources, Conservation Science, and Sustainability Programs divisions.

Description of Services

Use a wide range of financial, budgetary, procurement, capital, and internal office management skills to complete daily, weekly, monthly, and annual duties and responsibilities. Process vendor billings, and prepare special reports, operational and capital budgets, and schedules. Process purchasing requests, issue and manage departmental contracts, assist with public meetings and events, and other office duties. Provide oversight of the Historic Preservation Bond Program.

Program Goals & Objectives

- Provide prompt and courteous customer service departmentally, cross-departmentally with intergovernmental organizations and to the general public
- Achieve expected outcomes with completeness and minimal difficulty

<u>Program Performance Measures</u>	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Estimated</u>	<u>FY 2016/2017 Planned</u>
Comprehensive support provided for all department units	yes	yes	yes

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Program Expenditures by Object</u>			
Personnel Services	171,824	384,192	502,020
Operating Expenses	27,577	101,114	106,257
Total Program Expenditures	<u>199,401</u>	<u>485,306</u>	<u>608,277</u>
<u>Program Funding by Source</u>			
Revenues			
Intergovernmental	1,628	5,000	-
Grant Revenue Sub-Total	<u>1,628</u>	<u>5,000</u>	<u>-</u>
General Fund Support	185,414	481,296	608,277
Net Operating Transfers In/(Out)	4,988	(990)	-
Fund Balance Decrease/(Increase)	7,371	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>199,401</u>	<u>485,306</u>	<u>608,277</u>

<u>Program Staffing FTEs</u>	4.00	4.00	6.00
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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.

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Annual Sustainability Report Card for County operations prepared	yes	yes	yes
2014 5 year Sustainable Action Plan for County Operations Implemented	yes	yes	yes

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	112,326	142,564	147,347
Operating Expenses	2,254	2,500	800
Total Program Expenditures	114,580	145,064	148,147
General Fund Support	114,580	145,064	148,147
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	114,580	145,064	148,147

Program Staffing FTEs	2.00	2.00	2.00
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Project Management Office

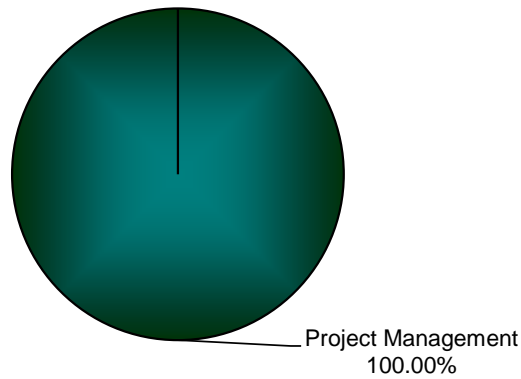
Expenditures: 241,670 Revenues: 0
FTEs 4.00

Function Statement: Provide capital project management for Pima County.

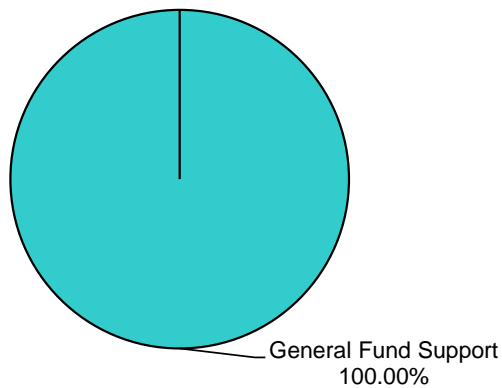
Mandates: None

Note: Beginning fiscal year 2015/16, the budget of Project Management Office will remain in General Fund to show actual costs, except charges to specific Capital Projects. Prior to fiscal year 2015/16, Project Management Office expenses appear in the Capital Project Fund. Beginning in fiscal year 2015/16, Public Works departments will share the cost of these services through the Public Works Overhead object.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Project Management Office**

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Project Management	-	201,975	241,670
Total Expenditures	<u>-</u>	<u>201,975</u>	<u>241,670</u>
General Fund Support	-	201,975	241,670
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>-</u>	<u>201,975</u>	<u>241,670</u>
<u>Staffing (FTEs) by Program</u>			
Project Management	-	5.00	4.00
Total Staffing (FTEs)	<u>-</u>	<u>5.00</u>	<u>4.00</u>

Program Summary

Department: Project Management Office
Program: Project Management

Function

Provide the following functions: direct project management delivery; program oversight and project controls; assistance with capital bond planning/implementation; and, other duties as needed to support development and infrastructure installation.

Description of Services

Provide project management skills and expertise to increase performance in project delivery, supporting other departments who may not have internal project managers, and providing technical assistance with reporting or procedures related to project delivery. Responsible for specific projects to be delivered during the fiscal year as outlined with the Capital Improvement Program. Provide support to Public Works emphasis areas including land development, assistance with strategic planning, and support for future bond package development.

(Note: Beginning fiscal year 2015/16, the Public Works Administration functions have been separated into the individual departments of Project Management Office, Public Works Administration, and Real Property Services. The expenditures of Project Management Office remain in General Fund, except charges to specific Capital Projects, and will no longer be transferred to other departments leaving net expenses. In fiscal year 2015/16, the costs for this department will be shared by Public Works departments through the Public Works Overhead. Prior to fiscal year 2015/16, Project Management Office expenses appear in the Capital Project Fund.)

Program Goals & Objectives

- Provide project/program oversight through the gate process
- Assist departments as needed with project challenges, documentation of gate activities and program performance
- Assist Public Works Administration as needed with public infrastructure planning, bond program planning, or other tasks
- Deliver individual projects on schedule and within budget

<u>Program Performance Measures</u>	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Budget performance (cost) within target goals	86%	80%	80%
Schedule performance (completion date) within target goals	66%	80%	80%
Soft cost expenditures within project total	25%	35%	35%

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	-	199,047	241,670
Operating Expenses	-	2,928	-
Total Program Expenditures	<u>-</u>	<u>201,975</u>	<u>241,670</u>
General Fund Support	-	201,975	241,670
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>-</u>	<u>201,975</u>	<u>241,670</u>

<u>Program Staffing FTEs</u>	-	5.00	4.00
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Department Summary by Program

Department: Public Works Administration

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Administration	1,285	1,227,840	1,350,001
Total Expenditures	<u>1,285</u>	<u>1,227,840</u>	<u>1,350,001</u>
General Fund Support	1,285	1,227,840	1,350,001
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,285</u>	<u>1,227,840</u>	<u>1,350,001</u>
<u>Staffing (FTEs) by Program</u>			
Administration	9.00	11.00	10.00
Total Staffing (FTEs)	<u>9.00</u>	<u>11.00</u>	<u>10.00</u>

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

Provide administration, management, human resources and planning support to all 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: Beginning fiscal year 2015/16, the Public Works Administration functions have been separated into the individual departments of Project Management Office, Public Works Administration, and Real Property Services. The expenditures of Project Management Office remain in General Fund, except charges to specific Capital Projects, and will no longer be transferred to other departments leaving net expenses. In fiscal year 2015/16, the costs for this department will be shared by Public Works departments through the Public Works Overhead. Prior to fiscal year 2015/16, Project Management Office expenses appear in the Capital Project Fund.)

Program Goals & 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Reports obtained from each department detailing activities related to providing progressive, fiscally responsible, and timely services	12	12	12
Multi-department projects undertaken	3	6	6
Multi-department projects completed on schedule	3	6	6
Budget execution monitoring for all major organizational units	12	8	8

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	(50,270)	1,122,915	1,204,005
Operating Expenses	51,555	104,925	145,996
Total Program Expenditures	1,285	1,227,840	1,350,001
General Fund Support	1,285	1,227,840	1,350,001
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	1,285	1,227,840	1,350,001

Program Staffing FTEs	9.00	11.00	10.00
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Real Property Services

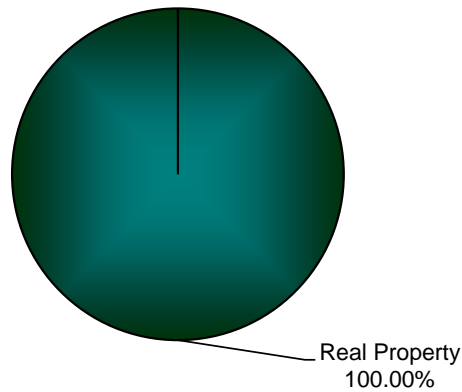
Expenditures: 1,332,272 FTEs 15.00 Revenues: 0

Function Statement: Provide real property activities for Pima County.

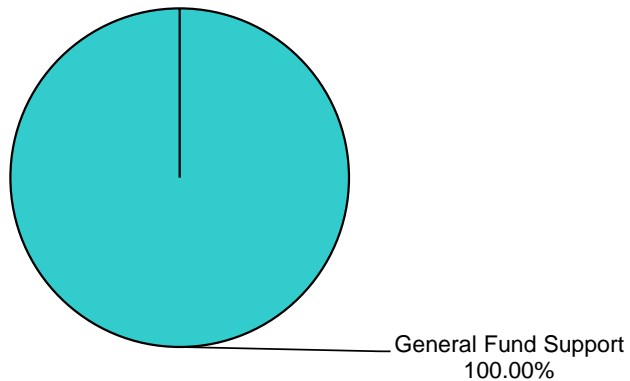
Mandates: None

Note: Beginning fiscal year 2015/16, the budget of Real Property Services will remain in General Fund to show actual costs, except charges to specific Capital Projects. Beginning in fiscal year 2015/16, Public Works departments will share the cost of these services through the Public Works Overhead object.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: Real Property Services

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Expenditures by Program</u>			
Real Property	3,357	1,428,321	1,332,272
Total Expenditures	<u>3,357</u>	<u>1,428,321</u>	<u>1,332,272</u>
<u>Funding by Source</u>			
Revenues			
Real Property	188	-	-
Total Revenues	<u>188</u>	<u>-</u>	<u>-</u>
General Fund Support	3,169	1,428,321	1,332,272
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>3,357</u>	<u>1,428,321</u>	<u>1,332,272</u>
<u>Staffing (FTEs) by Program</u>			
Real Property	18.00	17.00	15.00
Total Staffing (FTEs)	<u>18.00</u>	<u>17.00</u>	<u>15.00</u>

Program Summary

Department: Real Property Services

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 and review County and Regional Flood Control District property uses for encroachments. Manage utility licenses. Meet Pima County capital schedule and budget requirements for real property acquisitions and other property management services.

(Note: Beginning fiscal year 2015/16, the Public Works Administration functions have been separated into the individual departments of Real Property Services, Public Works Administration, and Project Management Office. The expenditures of Real Property Services remain in General Fund, except charges to specific Capital Projects, and will no longer be transferred to other departments leaving net expenses. In fiscal year 2015/16, the costs for this department will be shared by Public Works departments through the Public Works Overhead.)

Program Goals & Objectives

- Monitor all expenditures and charge expenditures to Public Works and other Pima County departments through management review and approval of all appraisals/nominals, acquisition, and property management activities

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Appraisals/Nominals reviewed	145	165	155
Leased properties managed	84	94	104
Escrow closings monitored	55	50	50

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	254,283	1,263,098	1,150,728
Operating Expenses	(250,926)	165,223	181,544
Total Program Expenditures	3,357	1,428,321	1,332,272

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Miscellaneous Revenue	188	-	-
Operating Revenue Sub-Total	188	-	-
General Fund Support	3,169	1,428,321	1,332,272
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	3,357	1,428,321	1,332,272

Program Staffing FTEs	18.00	17.00	15.00
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Regional Flood Control District

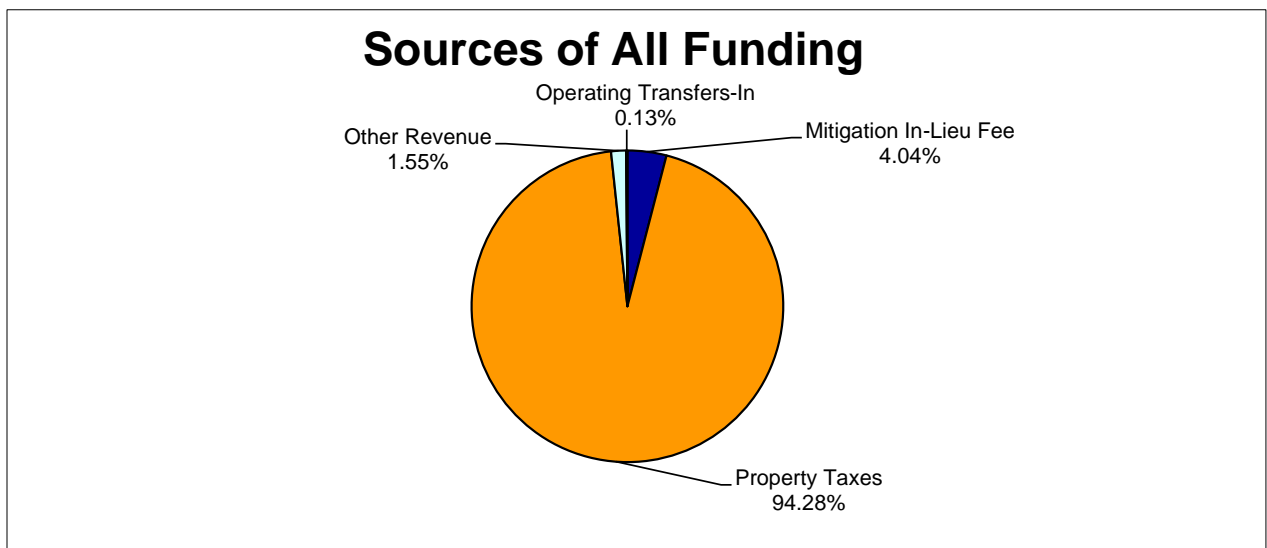
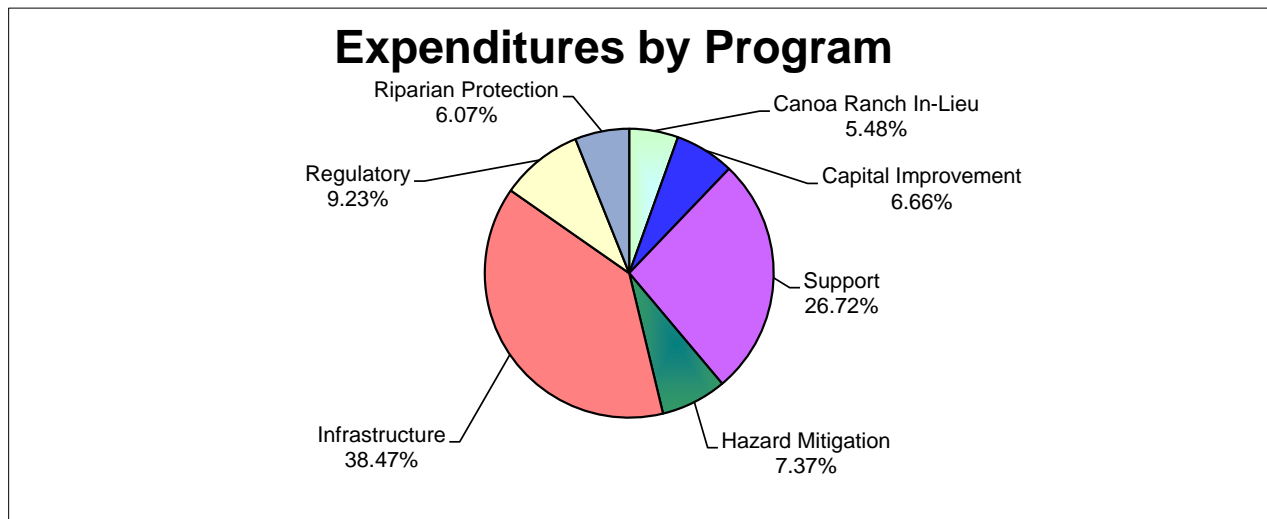
Expenditures: 17,652,430

Revenues: 24,770,779

FTEs 58.00

Function Statement: 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.

Mandates: ARS Title 11, Chapter 2: Board of Supervisors, Article 4: Powers and Duties; 11-257: Flood Water Control Works, Tax Levy; Title 48, Chapter 21: Flood Control Districts; and Pima County Code Title 16: Floodplain and Erosion Hazard Management



Department Summary by Program

Department: Regional Flood Control District

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Canoa Ranch In-Lieu Fee	174,877	967,900	967,900
Capital Improvement	1,128,017	762,069	1,176,292
Flood Control Support	4,007,891	4,727,324	4,717,054
Hazard Mitigation	1,269,756	1,369,679	1,301,154
Infrastructure	4,800,019	7,003,347	6,789,265
Regulatory	1,560,636	1,469,261	1,629,814
Riparian Protection	1,414,231	1,190,532	1,070,951
Total Expenditures	<u>14,355,427</u>	<u>17,490,112</u>	<u>17,652,430</u>
<u>Funding by Source</u>			
Revenues			
Canoa Ranch In-Lieu Fee	(317)	1,000,000	1,000,000
Capital Improvement	-	-	40,000
Flood Control Support	20,709,716	21,547,555	23,465,779
Hazard Mitigation	47,234	45,000	45,000
Riparian Protection	269,424	295,500	220,000
Total Revenues	<u>21,026,057</u>	<u>22,888,055</u>	<u>24,770,779</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(10,267,344)	(8,540,746)	(7,150,359)
Fund Balance Decrease/(Increase)	3,596,714	3,142,803	32,010
Other Funding Sources	-	-	-
Total Program Funding	<u>14,355,427</u>	<u>17,490,112</u>	<u>17,652,430</u>
<u>Staffing (FTEs) by Program</u>			
Capital Improvement	4.00	4.00	3.00
Flood Control Support	12.00	7.00	7.00
Hazard Mitigation	5.00	4.00	4.00
Infrastructure	16.00	18.00	17.00
Regulatory	21.00	20.00	21.00
Riparian Protection	8.00	6.00	6.00
Total Staffing (FTEs)	<u>66.00</u>	<u>59.00</u>	<u>58.00</u>

Department Summary by Program

Note: Pursuant to the Intergovernmental Agreement between Pima County and the Regional Flood Control District Cost Sharing Agreement for Cooperative Support Services Contract No. CTN-FC-16-194, 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 June 5, 2021.

Program Summary

Department: Regional Flood Control District

Program: Canoa Ranch In-Lieu Fee

Function

Enhance floodplain characteristics and ecosystem functions by preserving, protecting and restoring the natural resources within the Canoa Ranch In-Lieu Fee (ILF) project site, as described in the project development plan which will be approved by the United States Army Corps of Engineers (USACOE) and the Pima County Board of Directors. Restore riparian habitat and help improve water resources along the Santa Cruz River.

Description of Services

Administer and manage a compensatory mitigation in-lieu fee program in cooperation with the USACOE. Responsible for managing land acquisition and ownership; receiving 404 mitigation checks and depositing them into the ILF bank; planning, designing, constructing, and maintaining ecosystem restoration; maintaining financial documentation for credits sold and project expenditures; monitoring and reporting on site conditions and the financial information of ILF bank; and implementing adaptive management as warranted for a successful project.

Program Goals & Objectives

- Meet or exceed performance standards established in the Canoa Ranch development plan
- Complete all financial and operational reporting requirements established for the Canoa Ranch ILF project
- Plan, design, construct, and maintain a cost effective high valued riparian habitat ecosystem restoration project at Canoa Ranch

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Established development plan performance standards completed within 10 years (max 10% per year)	n/a	0%	10%
Annual Financial & Biological reports submitted on time to the USACOE	n/a	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	41,731	123,700	123,700
Operating Expenses	133,146	844,200	844,200
Total Program Expenditures	174,877	967,900	967,900

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Charges for Services	-	1,000,000	1,000,000
Investment Earnings	(317)	-	-
Operating Revenue Sub-Total	(317)	1,000,000	1,000,000
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	175,194	(32,100)	(32,100)
Other Funding Sources	-	-	-
Total Program Funding	174,877	967,900	967,900

Program Summary

Department: Regional Flood Control District

Program: Capital Improvement

Function

Manage the development and construction of Capital Improvement Program (CIP) projects for the regional Flood Control District including initiating, planning, monitoring and control, executing and closing CIP projects. Coordinate District's participation in the river park multi-use pathway and flood control access system. Manage the planning, development, and verification of District Property Rights Program to ensure ownership, land use rights, and maintenance responsibilities.

Description of Services

Design and construct structural and non-structural improvements along the major watercourses including bank protection, levees, detention basins, ecosystem restoration, and river park improvements. Prepare feasibility studies/concept design reports for flood control and river park projects including reports and studies needed to obtain federal and state funds and grants for construction of major flood control, river park, and ecosystem restoration projects. Participate with other agencies and departments for the construction of major flood control projects, river parks, and ecosystem restoration projects. Provide comprehensive review and monitoring of planning, design, and construction to ensure project quality and compliance with project specifications and goals. Plan, verify, and develop District property rights program to ensure ownership, maintenance responsibilities, access, and use of District lands and easements.

Program Goals & Objectives

- Lead and guide the progress of each CIP project to ensure consistent project scope, completion on schedule and within budget as established for the fiscal year
- Coordinate with other departments and agencies to promote and develop the river park and flood control maintenance access system, and educate the public and others on river park multi-use pathway and flood control access system safety
- Ascertain where acquisitions in fee title are necessary for areas along the major watercourses to transfer river infrastructure lands from County to District and to evaluate areas of prior rights by utilities, other agencies, and other parties on District property

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Projects constructed within 5% of engineer's cost estimate	1	2	2
Non-bond CIP projects and studies completed	3	5	5
Operating projects and studies completed	9	15	13

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,012,251	531,019	350,093
Operating Expenses	115,766	231,050	826,199
Total Program Expenditures	1,128,017	762,069	1,176,292

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Charges for Services	-	-	40,000
Operating Revenue Sub-Total	-	-	40,000

Program Summary

Department: Regional Flood Control District

Program: Capital Improvement

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1,128,017	762,069	1,136,292
Other Funding Sources	-	-	-
Total Program Funding	<u>1,128,017</u>	<u>762,069</u>	<u>1,176,292</u>
<u>Program Staffing FTEs</u>	4.00	4.00	3.00

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 premiums for residents and businesses, and making the community eligible for flood mitigation grants and disaster assistance.

Program Goals & Objectives

- Operate the District in a responsible manner that is protective of public safety, reduces future flood hazards, and meets National 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 with the long-term goal to 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 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Divisions that developed a one-year and five-year operating plan	5	5	5
Projects with no discrepancies in schedule or budget	80%	80%	80%
FEMA's community class rating for Pima County	5	5	5
Savings on Flood Insurance premiums in Pima County	25%	25%	25%
Total Flood Insurance policies in Pima County	2,650	2,700	2,750
Certified Floodplain Managers	22	22	22

Program Summary

Department: Regional Flood Control District

Program: Flood Control Support

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	1,285,914	1,051,730	1,008,772
Operating Expenses	2,721,977	3,675,594	3,708,282
Total Program Expenditures	4,007,891	4,727,324	4,717,054
<u>Program Funding by Source</u>			
Revenues			
Property Taxes	20,545,314	21,426,065	23,381,097
Licenses & Permits	1,965	1,100	1,100
Intergovernmental	4,979	-	4,970
Charges for Services	32,201	40,000	-
Investment Earnings	48,184	25,045	19,767
Miscellaneous Revenue	77,073	55,345	58,845
Operating Revenue Sub-Total	20,709,716	21,547,555	23,465,779
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(10,268,744)	(7,597,246)	(6,650,359)
Fund Balance Decrease/(Increase)	(6,433,081)	(9,222,985)	(12,098,366)
Other Funding Sources	-	-	-
Total Program Funding	4,007,891	4,727,324	4,717,054
<u>Program Staffing FTEs</u>	12.00	7.00	7.00

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. Provide data and advice to communities and the general public relevant to amend or modify Federal Emergency Management Agency (FEMA) mapped floodplains.

(Note: Beginning in fiscal year 2015/16, some Hazard Mitigation functions, goals and performance measures have been incorporated into the Regulatory program.)

Description of Services

Conduct comprehensive river and basin management studies and prepare financial program reports. Coordinate management of the Flood Insurance Rate Maps, and flood hazard mitigation, and emergency repair activities with FEMA. Conduct and review flood insurance studies. Provide data and advice to communities and the general public relevant to amending or modifying FEMA mapped floodplains. Maintain County-wide FEMA Repository. Coordinate FEMA approved mapping changes. Identify, plan, and study District floodplain mapping needs including developing scopes of work and overseeing work to completion. Review plans, 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.

Program Goals & Objectives

- Prepare technical data notebooks for watercourses throughout unincorporated Pima County for use in floodplain management and to identify capital improvement needs
- 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 (SDCP)
- Maintain FEMA and local floodplain data in GIS library and provide public access to map change documents within one week of effective date of new data
- Maintain and update digital floodplain map data

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
FEMA reviews received, logged in, and reviewed within a four-week period	0%	80%	80%
Floodplain residents that receive informational and/or educational materials, e.g. floodplain map change notices, educational brochures	300	300	300
Basins studied annually to update flood hazard information	n/a	11	6
Linear miles of rivers studied and reviewed annually	12	46	25

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	573,965	412,279	405,254
Operating Expenses	695,791	957,400	895,900
Total Program Expenditures	1,269,756	1,369,679	1,301,154

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Intergovernmental	47,234	45,000	45,000
Operating Revenue Sub-Total	47,234	45,000	45,000
General Fund Support	-	-	-

Program Summary

Department: Regional Flood Control District

Program: Hazard Mitigation

Net Operating Transfers In/(Out)	(21,505)	(46,370)	(22,501)
Fund Balance Decrease/(Increase)	1,244,027	1,371,049	1,278,655
Other Funding Sources	-	-	-
Total Program Funding	<u>1,269,756</u>	<u>1,369,679</u>	<u>1,301,154</u>
<hr/>			
<u>Program Staffing FTEs</u>	5.00	4.00	4.00

Program Summary

Department: Regional Flood Control District

Program: Infrastructure

Function

Inspect and maintain District assets and flood control infrastructure in order to ensure reliability and effectiveness during times of flooding and to protect, enhance, and restore natural resources and ecosystem function. Manage District assets and information in a geo-spatial environment in order to provide for easy retrieval of relevant flood hazards, mitigation, and previous dialogue and decisions.

Description of Services

Perform inspections, construction, and maintenance on District lands and entitlements including constructed flood control facilities, natural open space lands, and riparian preserves. Develop operation and maintenance plans for flood control infrastructure including emergency preparedness and incorporating environmentally sensitive solutions for flood control. Develop land management plans for open space lands and riparian preserves. Coordinate County inspection, maintenance, and construction activities with other city, state, and federal departments and other governmental and nongovernmental 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.

Program Goals & Objectives

- Establish data management procedures that provide support to the various programs within the District including geographic information system (GIS) and other data sources
- Provide inspection and maintenance of flood control improvements that embody sound maintenance principles in a cost effective manner
- Ensure open space lands owned by the District will be safe to the public, natural resources are protected from negative impacts, and stewardship conforms to existing and future County land management goals

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Total assets inventoried	93%	96%	98%
Flood Control infrastructure inspected annually	60%	60%	60%
Subdivision Release of Assurance inspections completed within 10 days of request	100%	100%	100%
Data updates to existing data system completed within 10 business days of notification of completion of documented activity	89%	93%	95%
Land management plans developed	n/a	10%	30%
Open space properties inspected annually (by acres)	n/a	20%	40%

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	2,269,308	3,543,762	3,373,410
Operating Expenses	2,376,304	3,369,585	3,015,855
Capital Equipment > \$5,000	154,407	90,000	400,000
Total Program Expenditures	4,800,019	7,003,347	6,789,265

Program Summary

Department: Regional Flood Control District

Program: Infrastructure

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	(1,000,000)	(500,000)
Fund Balance Decrease/(Increase)	4,800,019	8,003,347	7,289,265
Other Funding Sources	-	-	-
Total Program Funding	4,800,019	7,003,347	6,789,265
<u>Program Staffing FTEs</u>	16.00	18.00	17.00

Program Summary

Department: Regional Flood Control District

Program: Regulatory

Function

Protect the health, safety, and welfare of Pima County residents by providing comprehensive compliance and customer service programs through a balanced, fiscally responsible, multi-objective approach to managing local and regional watercourses, floodplains, and riparian resources. Ensure compliance with federal, state, and local regulations for development projects impacting Pima County regional watercourses, floodplains, and riparian areas. Fulfill the mission set forth by the Pima County Regional Flood Control District Board of Directors in the Sonoran Desert Conservation Plan as it pertains to riparian and water resource protection.

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 Management Ordinance. Initiate enforcement activities for construction not in compliance. Interface with other governmental agencies, instill public awareness, and respond to flood events. Participate in the National Flood Insurance Program and the Community Rating Systems. Initiate flood education and awareness activities. Prepare the annual report and the Five Year Comprehensive Report. Manage and administer the riparian protection elements and water resource of the Sonoran Desert Conservation Plan (SDCP), Pima Prospers, and the Floodplain Management Ordinance through coordination, review, and enforcement of land use improvement plans for both private and public development. Review Floodprone Land Acquisition Program applications for District interest and acceptability.

Program Goals & Objectives

- Meet or exceed federal and state requirements for floodplain management including those mandated for participation in the National Flood Insurance Program
- Provide floodplain management plans that embody sound engineering principles and preserve natural resources
- Provide consistent and comprehensive information regarding flood and erosion hazards; impacts to riparian areas in order to assist in creating awareness of the issues; and promote development with the least impact within these areas
- Ensure that development activities in flood hazard areas are in compliance with federal and state laws and the Floodplain Management Ordinance, Pima Prospers, and the SDCP

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Flood Hazard Information Sheets completed	1,500	1,500	1,500
Outreach events held to inform residents about flood hazards	10	10	10
Floodplain Use Permit applications initially reviewed within 15 business days	80%	90%	90%
Complaints responded to within 10 business days	80%	80%	80%
Development project plans received, logged in, and reviewed within time frame established by Pima County Development Services	95%	95%	95%
Rezoning that preserve natural washes and floodplains	n/a	80%	80%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,554,490	1,469,261	1,629,814
Operating Expenses	6,146	-	-
Total Program Expenditures	1,560,636	1,469,261	1,629,814

Program Summary

Department: Regional Flood Control District

Program: Regulatory

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	1,560,636	1,469,261	1,629,814
Other Funding Sources	-	-	-
Total Program Funding	<u>1,560,636</u>	<u>1,469,261</u>	<u>1,629,814</u>
<u>Program Staffing FTEs</u>	21.00	20.00	21.00

Program Summary

Department: Regional Flood Control District
Program: Riparian Protection

Function

Operate the Automated Local Evaluation in Real Time (ALERT) flood threat recognition system to help protect the lives and property of our citizens. 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. Monitor, and, where possible, augment surface- and ground-water to preserve and protect this valued resource.

Description of Services

Maintain, operate, and expand the ALERT flood threat recognition system to ensure precipitation and stream flow is accurately measured and assessed in real-time. Monitor precipitation and stream flow runoff to determine potential flood threats and coordinate with appropriate emergency response agencies as warranted during significant storm events. Provide timely storm related information and system analyses to County personnel and other local jurisdictions as needed. Oversee the planning, design, construction, and maintenance of riparian habitat ecosystem restoration projects. 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 water resource issues. Coordinate with other agencies on the planning, design, construction, operation, and maintenance of groundwater recharge projects associated with flood control projects. Manage operation of the Marana Highplains Groundwater Replenishment facility.

Program Goals & Objectives

- Maintain and operate an integrated flood threat recognition and emergency response system in cooperation with federal, state, and local agencies
- Plan, design, construct, and maintain cost effective ground water recharge projects
- Plan, design, construct, and maintain cost effective high valued riparian habitat ecosystem restoration projects

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Annual recharge at the Marana Highplains Replenishment facility (acre feet measurements are provided on a calendar year)	550	600	550
Non-functioning ALERT field sensor sites to be repaired or replaced within two weeks, weather, hardware or access permitting	95%	100%	100%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	1,059,744	724,662	699,451
Operating Expenses	354,487	465,870	371,500
Total Program Expenditures	1,414,231	1,190,532	1,070,951

Program Funding by Source

Revenues	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Charges for Services	213,216	30,000	30,000
Miscellaneous Revenue	1,965	-	-
Operating Revenue Sub-Total	215,181	30,000	30,000
Intergovernmental	54,243	265,500	190,000
Grant Revenue Sub-Total	54,243	265,500	190,000

Program Summary

Department: Regional Flood Control District

Program: Riparian Protection

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	22,905	102,870	22,501
Fund Balance Decrease/(Increase)	1,121,902	792,162	828,450
Other Funding Sources	-	-	-
Total Program Funding	<u>1,414,231</u>	<u>1,190,532</u>	<u>1,070,951</u>
<u>Program Staffing FTEs</u>	8.00	6.00	6.00

Regional Wastewater Reclamation

Expenditures: 156,371,598

FTEs 457.00

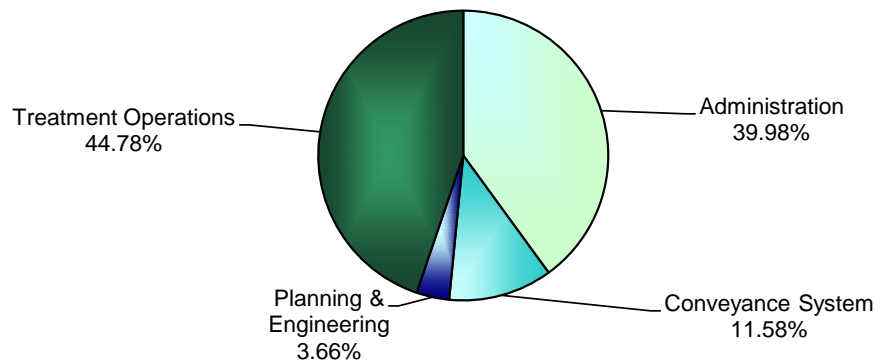
Revenues: 171,557,547

Function Statement: Protect the public health, safety, and the environment by providing quality service, environmental stewardship, and renewable resources through proven wastewater, conveyance, treatment and reclamation processes, and short- and long-term planning.

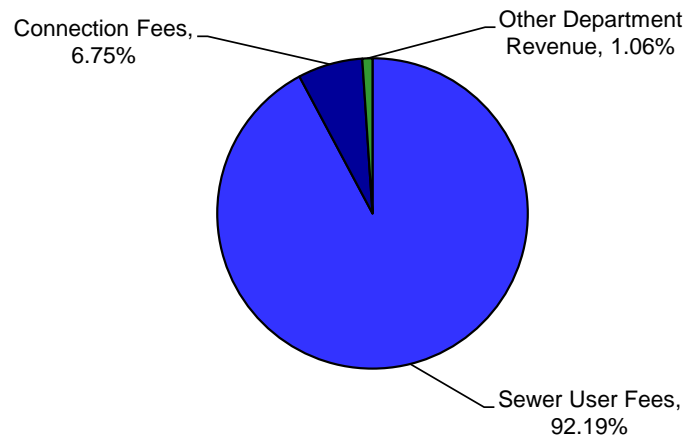
Mandates: ARS Title 11, Chapter 2: Board of Supervisors, 11-264: Authority to operate a sewage system; liens; sewage system fees; Title 14, Chapter 14: Sanitary Districts; and Pima County Code Title 7: Environmental Quality, 7.21: Liquid Waste

Note: This presentation does not include approximately \$46.7 million of capital projects for the fiscal year 2016/2017 which are listed in the Capital Improvement Program and which will have other specified Sources of Funding.

Expenditures by Program



Sources of All Funding



Department Summary by Program

Department: **Regional Wastewater Reclamation**

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Expenditures by Program</u>			
Administration	64,367,770	68,873,611	62,517,124
Conveyance System	17,952,072	17,741,922	18,108,069
Planning & Engineering	5,785,495	5,714,747	5,727,305
Treatment Operations	97,687,866	63,023,162	70,019,100
Total Expenditures	185,793,203	155,353,442	156,371,598
<u>Funding by Source</u>			
Revenues			
Administration	173,835,776	183,325,289	171,557,547
Conveyance System	2,010	-	-
Planning & Engineering	33,464	-	-
Treatment Operations	30,613	-	-
Total Revenues	173,901,863	183,325,289	171,557,547
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(21,421,644)	(23,223,673)	(24,725,270)
Fund Balance Decrease/(Increase)	27,922,237	(54,748,174)	(40,460,679)
Other Funding Sources	5,390,747	50,000,000	50,000,000
Total Program Funding	185,793,203	155,353,442	156,371,598
<u>Staffing (FTEs) by Program</u>			
Administration	104.00	107.00	103.00
Conveyance System	128.00	124.00	121.00
Planning & Engineering	72.00	70.00	68.00
Treatment Operations	171.00	166.00	165.00
Total Staffing (FTEs)	475.00	467.00	457.00

Program Summary

Department: Regional Wastewater Reclamation

Program: Administration

Function

Direct department operations and planning. Coordinate administration, planning, program support services, community relations, and employee development for the department. Provide technical and regulatory compliance services for wastewater treatment facilities.

Description of Services

Supervise, monitor, and direct department operations, annual budget planning, strategic planning, and process improvement planning. Coordinate community services, facility security, quality control, sustainability/energy management, community relations, and employee services for the department. Assist with development of the Department financial plan and rate increase proposals. Identify and secure alternative funding from grants and/or system development funds and recommend funding needed from bond sales to ensure capital project construction. Prepare the annual Operations and Maintenance budget and provide supporting justification. Operate a state-licensed laboratory for analytical testing and 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, and claims and other financial transactions.

Program Goals & Objectives

- Coordinate Departmental administrative, planning, program, and employee services
 - Meet all federal and state permit reporting requirements for wastewater treatments facilities
 - Obtain over 24,000 quality assured regulatory compliance samples for the environmental laboratory and continue to serve the analytical needs for various county and intergovernmental entities
 - Provide technical service for improving treatment plant operation and efficiency
 - Administer a robust pretreatment program in order to protect County sewers and the performance of the water reclamation facility
 - Increase research and development participation in key areas critical to the optimal operational performance of a modern utility
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Permit reporting requirements met	100%	100%	100%
Regulatory compliance analyses	48,918	50,000	50,000
Quality assurance compliance analyses	24,320	24,000	24,000
Active R&D and process control improvement projects	n/a	2	2

Program Summary

Department: Regional Wastewater Reclamation

Program: Administration

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	7,744,502	7,776,199	8,296,700
Operating Expenses	20,178,427	19,528,361	19,134,362
Capital Equipment > \$5,000	1,563,839	189,000	242,248
Contra Expense	(409,681)	(189,000)	(242,248)
Debt Service	22,165,843	22,522,355	21,918,926
Depreciation	13,124,840	19,046,696	13,167,136
Total Program Expenditures	64,367,770	68,873,611	62,517,124
<u>Program Funding by Source</u>			
Revenues			
Licenses & Permits	29,974	20,000	20,000
Intergovernmental	35,000	-	-
Charges for Services	172,563,998	182,379,039	170,196,693
Fines & Forfeits	2,997	5,000	5,000
Investment Earnings	859,170	781,000	781,000
Miscellaneous Revenue	344,637	140,250	554,854
Operating Revenue Sub-Total	173,835,776	183,325,289	171,557,547
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(21,054,356)	(23,223,673)	(24,725,270)
Fund Balance Decrease/(Increase)	(88,661,389)	(140,814,005)	(134,315,153)
Other Funding Sources	247,739	50,000,000	50,000,000
Total Program Funding	64,367,770	68,873,611	62,517,124
Program Staffing FTEs	104.00	107.00	103.00

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

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 that the highest operating standards of service quality, environmental protection, and occupational health and safety are continually met. Maintain a comprehensive, proactive, preventive maintenance program for approximately 3,477 miles of public gravity sanitary sewers and 27 public wastewater pumping systems throughout the 420 square mile public sewerage service area of eastern Pima County, pursuant to the Capacity Management Operations and Maintenance (CMOM) Plan. Provide project planning, management, oversight/coordination, and construction services for the Capital Improvement Plan (CIP) and Rehabilitation Programs.

Program Goals & Objectives

- Provide public sewage conveyance facilities (gravity and pumping systems) that are reliable and adequate
 - Reduce unintended/unauthorized releases of sewage to the environment (sanitary sewer overflows)
 - Operate the sanitary sewage conveyance system effectively, efficiently, and in compliance with federal and state mandates and regulations
 - Increase the footage of sewer lines in the preventative maintenance program
 - Operate and maintain three in-house Closed Circuit Televising (CCTV) units
 - Administer the \$2.0 million CCTV service contract so that CMOM goals are met
 - Respond efficiently and effectively to customer service requests
 - Maintain an effective vector control program utilizing in-house and contract services, providing treatment applications to at least 50% of the conveyance system manholes annually
 - Maintain an effective and efficient Odor Abatement Program to significantly minimize odors system-wide, at treatment facilities and in the conveyance system
 - Continuously improve odor control technologies
 - Reduce the number of odor complaints
 - Develop, initiate, manage, and complete CIP conveyance projects efficiently and within 20% of budget
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Sanitary sewer overflows	43	42	40
Feet of sewer system receiving preventative maintenance	13,207,495	12,700,000	12,700,000
Information requests answered in the same day	98%	100%	100%
Odor complaint phone calls received	338	275	275
CIP conveyance projects completed within 20% of budget	65%	100%	100%

Program Summary

Department: Regional Wastewater Reclamation

Program: Conveyance System

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	8,068,366	8,206,578	7,919,504
Operating Expenses	7,555,051	7,956,425	7,904,792
Capital Equipment > \$5,000	448,495	1,018,000	197,950
Contra Expense	(396,279)	(1,018,000)	(197,950)
Depreciation	2,276,439	1,578,919	2,283,773
Total Program Expenditures	17,952,072	17,741,922	18,108,069
<u>Program Funding by Source</u>			
Revenues			
Miscellaneous Revenue	3,265	-	-
Gain or Loss on Disposal of Assets	(1,255)	-	-
Operating Revenue Sub-Total	2,010	-	-
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(353,991)	-	-
Fund Balance Decrease/(Increase)	13,161,045	17,741,922	18,108,069
Other Funding Sources	5,143,008	-	-
Total Program Funding	17,952,072	17,741,922	18,108,069
<u>Program Staffing FTEs</u>	128.00	124.00	121.00

Program Summary

Department: Regional Wastewater Reclamation

Program: Planning & Engineering

Function

Provide engineering plan review, engineering and inspection services, short and long range planning, wastewater flow monitoring, metering, hydraulic modeling and GIS mapping services.

Description of Services

Provide engineering review, construction inspection, connection of sewerage infrastructure and sewer service elements for new wastewater customers and manage sewerage design standards. Develop and maintain a regional long-range facility plan and provide project planning services and inspection for the Wastewater Capital Improvement Program. Provide conveyance capacity information from metering and hydraulic modeling, 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. Serve as liaison to Real Property Services, Office of Sustainability and Conservation, and Environmental Quality.

Program Goals & Objectives

- Complete administrative and substantive reviews for preliminary sewer layout plans, sewer improvement plans, and capacity allocation Type III requests within 10 business days
- Complete utility clearance reviews for public improvement and utility plans within an average of 10, and a maximum of 20, business days
- Complete reviews of design standard variance requests within 5 business days

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Average number of days to complete a substantive review for capacity allocation Type III requests	15	10	8
Average number of business days to complete administrative and substantive submittal review of preliminary sewer layout plans	14	10	8
Average number of business days to complete administrative and substantive reviews of sewer improvement plans	15	10	8
Average number of business days to complete a utility plan review	10	10	10
Average number of business days to respond to design standard variance requests	5	5	5

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Program Expenditures by Object			
Personnel Services	5,002,419	4,921,969	5,085,574
Operating Expenses	708,662	759,926	603,364
Capital Equipment > \$5,000	113,605	116,800	-
Contra Expense	(77,435)	(116,800)	-
Depreciation	38,244	32,852	38,367
Total Program Expenditures	5,785,495	5,714,747	5,727,305

Program Funding by Source

Revenues			
Miscellaneous Revenue	33,464	-	-
Operating Revenue Sub-Total	33,464	-	-
General Fund Support	-	-	-

Program Summary

Department: Regional Wastewater Reclamation

Program: Planning & Engineering

Net Operating Transfers In/(Out)	(6,178)	-	-
Fund Balance Decrease/(Increase)	5,758,209	5,714,747	5,727,305
Other Funding Sources	-	-	-
Total Program Funding	<u>5,785,495</u>	<u>5,714,747</u>	<u>5,727,305</u>
<hr/>			
Program Staffing FTEs	72.00	70.00	68.00

Program Summary

Department: Regional Wastewater Reclamation

Program: Treatment Operations

Function

Protect 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 with capacity to treat over 23 billion gallons of sanitary sewage annually, including associated biosolid facilities. Implement the Environmental Protection Agency (EPA) mandated industrial pretreatment program through permitting, inspection, sampling, and enforcement in partnership with the Compliance and Regulatory Affairs Office (CRAO). Conduct investigations and studies of treatment related issues and concerns.

Program Goals & Objectives

- Generate and maximize utilization of renewable resources including biogas
- Treat over 21.8 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 treatment facilities that meet permit limits
 - Maintain regulatory compliance in operating the facilities
 - Meet all regulatory compliance and reporting requirements for treatment and disposal of biosolids

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Cubic feet of methane converted to energy	29,290,920	22,574,793	37,919,034
Billion gallons of wastewater treated annually	22	22	22
Biochemical oxygen demand removal rate	99%	99%	99%
Reportable environmental exceedences	5	3	3

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	12,212,802	12,319,153	12,325,833
Operating Expenses	21,336,075	20,854,343	21,769,080
Capital Equipment > \$5,000	28,586,657	902,895	1,084,400
Contra Expense	(256,457)	(902,895)	(1,084,400)
Depreciation	35,808,789	29,849,666	35,924,187
Total Program Expenditures	97,687,866	63,023,162	70,019,100

Program Funding by Source

Revenues			
Miscellaneous Revenue	37,250	-	-
Gain or Loss on Disposal of Assets	(6,637)	-	-
Operating Revenue Sub-Total	30,613	-	-
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(7,119)	-	-
Fund Balance Decrease/(Increase)	97,664,372	63,023,162	70,019,100
Other Funding Sources	-	-	-

Program Summary

Department: Regional Wastewater Reclamation

Program: Treatment Operations

Total Program Funding	97,687,866	63,023,162	70,019,100
Program Staffing FTEs	171.00	166.00	165.00

Transportation

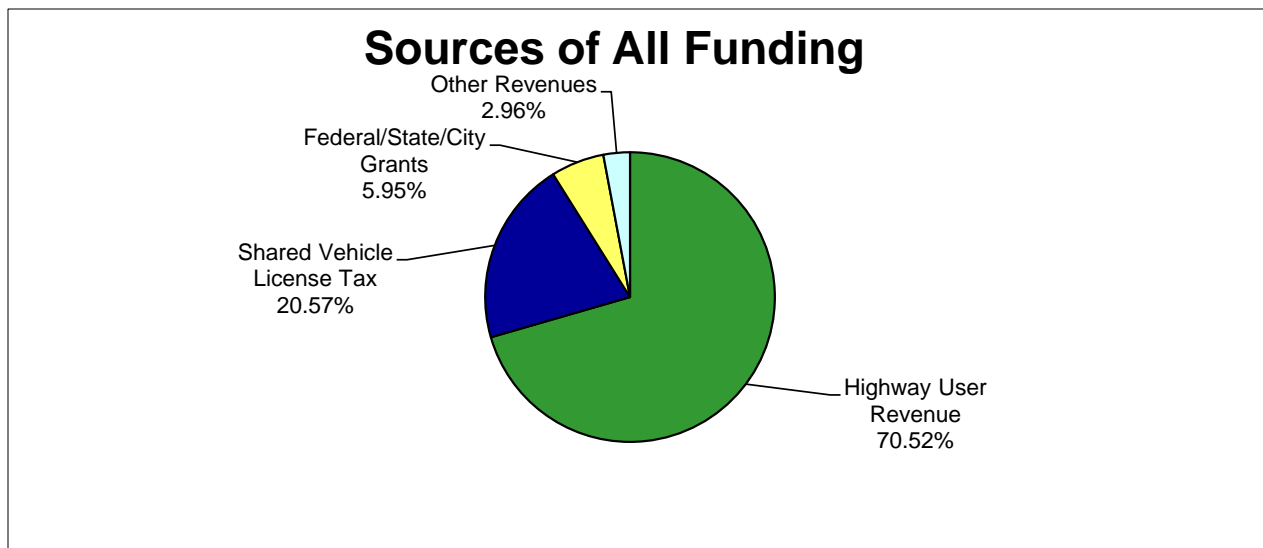
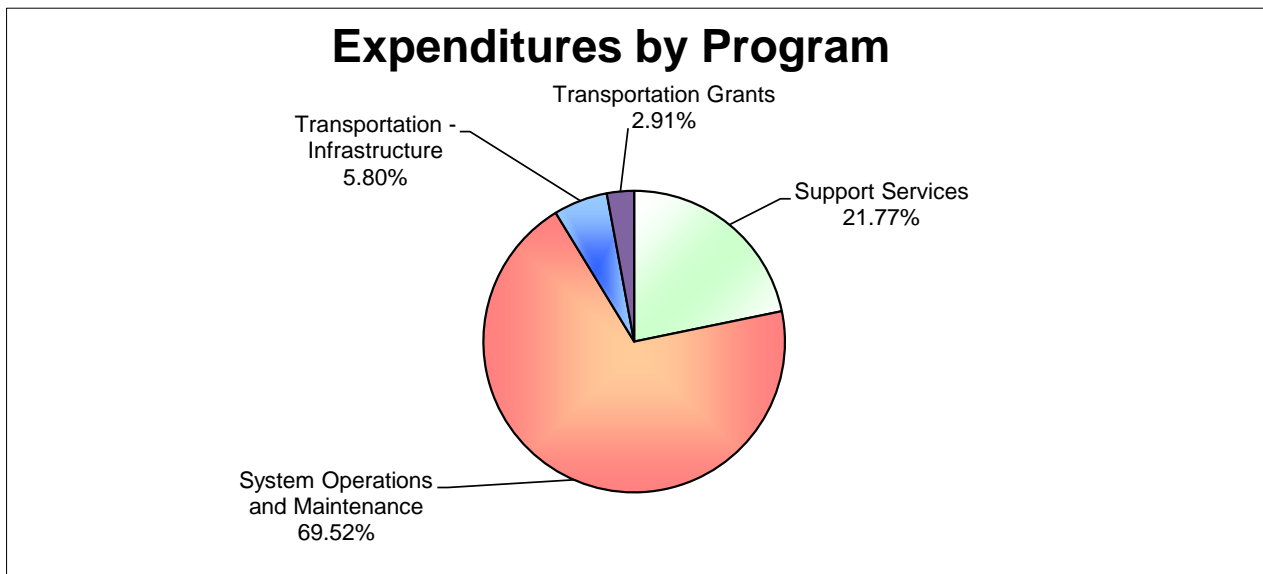
Expenditures: 42,635,658

FTEs 285.75

Revenues: 64,163,060

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. Provide alternate modes of transportation. Develop, integrate, and maintain an automated mapping/facilities, management/geographic information system.

Mandates: ARS Title 28, Chapter 19: County Highways; and Pima County Code Title 10: Traffic and Highways



Department Summary by Program

Department: **Transportation**

	<u>FY 2014/2015 Actual</u>	<u>FY 2015/2016 Adopted</u>	<u>FY 2016/2017 Adopted</u>
<u>Expenditures by Program</u>			
Support Services Group	8,265,846	9,198,589	9,282,735
System Ops and Maintenance	27,549,682	28,448,194	29,637,874
Transportation - Infrastructure	2,123,380	2,053,833	2,472,776
Transportation Grants	642,064	5,002,975	1,242,273
Total Expenditures	<u>38,580,972</u>	<u>44,703,591</u>	<u>42,635,658</u>
<u>Funding by Source</u>			
Revenues			
Support Services Group	53,739,007	53,288,838	58,658,394
System Ops and Maintenance	492,625	343,946	441,802
Transportation - Infrastructure	1,260,910	1,249,500	1,247,700
Transportation Grants	10,246,806	16,944,703	3,815,164
Total Revenues	<u>65,739,348</u>	<u>71,826,987</u>	<u>64,163,060</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(29,196,741)	(30,844,564)	(27,013,000)
Fund Balance Decrease/(Increase)	2,038,365	3,721,168	5,485,598
Other Funding Sources	-	-	-
Total Program Funding	<u>38,580,972</u>	<u>44,703,591</u>	<u>42,635,658</u>
<u>Staffing (FTEs) by Program</u>			
Support Services Group	26.26	21.50	20.50
System Ops and Maintenance	184.76	186.25	186.25
Transportation - Infrastructure	95.50	84.50	79.00
Total Staffing (FTEs)	<u>306.52</u>	<u>292.25</u>	<u>285.75</u>

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 & 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
 - Develop and implement 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
 - Ensure weekly reviews and discussions between department administration and division managers of programmatic and capital improvement elements
 - Schedule weekly departmental meetings
 - Ensure monthly financial reviews of operational and capital programs budgets, expenditures and funding sources
 - Schedule monthly financial reviews
 - Provide premier customer service by promptly responding to all constituent inquiries and concerns and requests from the Board of Supervisors, the County Administrator, and the Deputy County Administrator for Public Works
 - Track each inquiry received
 - Respond to or resolve constituent inquires and concerns within 24 hours of receipt
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Weekly departmental meetings	95%	95%	95%
Monthly financial reviews	100%	100%	100%
Constituent inquires and concerns received	7,221	7,300	7,350
Constituent inquires and concerns responded to or resolved within 24 hours of receipt	96%	98%	100%

Program Summary

Department: Transportation
Program: Support Services Group

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	2,193,051	2,026,385	1,987,594
Operating Expenses	6,072,795	7,172,204	7,295,141
Total Program Expenditures	8,265,846	9,198,589	9,282,735
<u>Program Funding by Source</u>			
Revenues			
Licenses & Permits	19,931	30,000	25,000
Intergovernmental	53,213,261	53,005,685	58,450,000
Charges for Services	11,335	20,000	12,200
Investment Earnings	31,082	80,000	25,000
Miscellaneous Revenue	437,328	153,153	146,194
Gain or Loss on Disposal of Assets	26,070	-	-
Operating Revenue Sub-Total	53,739,007	53,288,838	58,658,394
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(19,285,287)	(18,830,984)	(24,377,500)
Fund Balance Decrease/(Increase)	(26,187,874)	(25,259,265)	(24,998,159)
Other Funding Sources	-	-	-
Total Program Funding	8,265,846	9,198,589	9,282,735
<hr/>			
<u>Program Staffing FTEs</u>	26.26	21.50	20.50

Program Summary

Department: Transportation
Program: System Ops 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 Regional 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 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 for design and construction contracting. 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, and related services and support to Pima County departments. Maintain a records modernization program.

Program Goals & Objectives

- Provide prompt and efficient routine roadway and bridge maintenance services and reporting
 - Perform at least 900 signal maintenance service calls or functions each year
 - Perform at least 12,000 sign item actions each year
- Receive and enter customer service requests into the Work Management System within one business day
- Provide annual update to Safety Management System report each year
- Coordinate engineering and enforcement functions through monthly meetings with the Sheriff's Operations Bureau

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Signal maintenance service calls performed	609	888	988
Sign item actions performed	10,996	11,888	17,000
Customer service requests entered in the Work Management System within one business day	n/a	100%	100%
Safety Management System report updated annually	100%	100%	100%
Monthly meetings with Sheriff's Office to coordinate engineering and enforcement functions held	92%	92%	92%

Program Summary

Department: Transportation
Program: System Ops and Maintenance

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	11,034,548	11,485,089	12,157,370
Operating Expenses	16,028,027	16,130,313	16,848,704
Capital Equipment > \$5,000	487,107	832,792	631,800
Total Program Expenditures	27,549,682	28,448,194	29,637,874
<u>Program Funding by Source</u>			
Revenues			
Licenses & Permits	10,511	12,000	12,500
Intergovernmental	208,514	174,358	189,114
Charges for Services	104,197	65,650	105,650
Miscellaneous Revenue	169,403	91,938	134,538
Operating Revenue Sub-Total	492,625	343,946	441,802
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(29,879)	(34,802)	(13,809)
Fund Balance Decrease/(Increase)	27,086,936	28,139,050	29,209,881
Other Funding Sources	-	-	-
Total Program Funding	27,549,682	28,448,194	29,637,874
<u>Program Staffing FTEs</u>	184.76	186.25	186.25

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. Develop short- and long-range plans for the County roadway system in concert with other regional planning agencies; program capital improvements on both a five-year and longer term time horizon; and allocate funding sources for projects including applying for funds from regional and state sources. Provide right-of-way and roadway management functions and reporting as required under various federal and state rules. Perform development review functions as the Transportation Department 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. Develop a systematic Rural Road Safety Program.

Program Goals & Objectives

- Deliver the CIP as scheduled and budgeted in the 5-year plan
 - 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
 - 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 project budgets such that at least 85% of the projects do not experience annual increase over 5%
 - Manage project schedules such that at least 85% of the project Substantial Completion dates do not experience quarterly increases of over 60 days
 - 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
-

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Survey requests completed by proposed due date as agreed upon by both parties	98%	98%	95%
Right-of-way encroachments successfully resolved prior to legal action	100%	100%	100%
Planned program expenditures meeting fiscal year program adopted budget	82%	100%	85%
Quarterly increase in project substantial completion dates less than 60 days	47%	85%	85%
Quarterly increase in project budgets less than 5%	76%	85%	85%
Independent assurance samples achieving scores of 3 or greater	91%	90%	90%
Negative findings from certification acceptance inspections and other audits	2	2	0

Program Summary

Department: Transportation
Program: Transportation - Infrastructure

	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
<u>Program Expenditures by Object</u>			
Personnel Services	3,058,320	2,905,399	2,949,510
Operating Expenses	(991,804)	(923,162)	(559,734)
Capital Equipment > \$5,000	56,864	71,596	83,000
Total Program Expenditures	<u>2,123,380</u>	<u>2,053,833</u>	<u>2,472,776</u>
<u>Program Funding by Source</u>			
Revenues			
Licenses & Permits	1,129,455	1,079,000	1,115,000
Charges for Services	129,708	157,000	127,000
Miscellaneous Revenue	1,747	13,500	5,700
Operating Revenue Sub-Total	<u>1,260,910</u>	<u>1,249,500</u>	<u>1,247,700</u>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(13,860)	(37,050)	-
Fund Balance Decrease/(Increase)	876,330	841,383	1,225,076
Other Funding Sources	-	-	-
Total Program Funding	<u>2,123,380</u>	<u>2,053,833</u>	<u>2,472,776</u>
<u>Program Staffing FTEs</u>	95.50	84.50	79.00

Program Summary

Department: Transportation
Program: Transportation Grants

Function

Protect the interests of the Transportation Department by affording centralized coordination of all federal and state grant financial activity.

Description of Services

Ensure intergovernmental financial document quality, coordination, department review, and compliance with State and Federal regulations. Document project expenditures and project progress; develop requests for reimbursement from federal, state, and local agencies. Compile audit files/audit capable documentation.

Program Goals & Objectives

- Develop and operate the department within the approved current fiscal year budget
 - Provide financial reimbursements for the County Transportation grants within four weeks after month end
- Ensure Transportation grants are in compliance with Federal and State regulations
 - Ensure grants are in financial compliance throughout the year and ready for single audit
- Provide premier customer service by promptly responding to all program constituent inquiries and concerns
 - Respond to each grantor inquiry, concern, or request with 24 hours of receipt

Program Performance Measures	FY 2014/2015 Actual	FY 2015/2016 Estimated	FY 2016/2017 Planned
Reimbursements for federally funded Transportation projects prepared within 4 weeks after month-end	95%	95%	95%
CIP and Federal Highway Administration grant projects comply with federal and grantor financial regulations	100%	100%	100%
Grantor inquiries and concerns responded to or resolved within 24 hours of receipt	95%	95%	95%

Program Expenditures by Object	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Personnel Services	75,416	134,175	14,173
Operating Expenses	566,648	4,868,800	1,228,100
Total Program Expenditures	642,064	5,002,975	1,242,273

Program Funding by Source	FY 2014/2015 Actual	FY 2015/2016 Adopted	FY 2016/2017 Adopted
Revenues			
Intergovernmental	10,246,806	16,944,703	3,815,164
Grant Revenue Sub-Total	10,246,806	16,944,703	3,815,164
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(9,867,715)	(11,941,728)	(2,621,691)
Fund Balance Decrease/(Increase)	262,973	-	48,800
Other Funding Sources	-	-	-
Total Program Funding	642,064	5,002,975	1,242,273

PIMA COUNTY CAPITAL IMPROVEMENT PROGRAM SUMMARY

Introduction

Pima County's Fiscal Year 2016/17 Adopted Budget for its Capital Improvement Program (CIP) consists of thirteen categories: Transportation; Facilities Management; Regional Flood Control District; Community Development & Neighborhood Conservation; Environmental Quality; Natural Resources, Parks & Recreation; Information Technology; Office of Sustainability and Conservation; Sheriff; Parking Garages; Telecommunications; Fleet Services; and Regional Wastewater Reclamation District.

Distinct from the CIP, Pima County's Capital Projects Fund includes the approved projects for all categories except Telecommunications, Parking Garages, Fleet Services, and Regional Wastewater Reclamation District. Because Fleet Services and Telecommunications are Internal Service Funds, and Parking Garages and Regional Wastewater Reclamation District are Enterprise Funds, their projects are accounted for within their operating funds, and expenses are capitalized according to generally accepted accounting principles. Parking Garages, Fleet Services, Telecommunications, and Regional Wastewater Reclamation District 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 2016/17, summary data for projects that are part of the adopted Capital Projects Fund for fiscal year 2016/17, and projected operations and maintenance (O&M) data for fiscal year 2016/17 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.

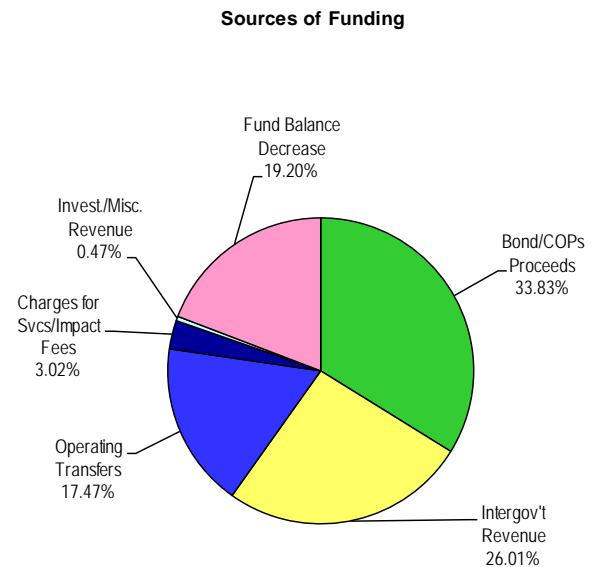
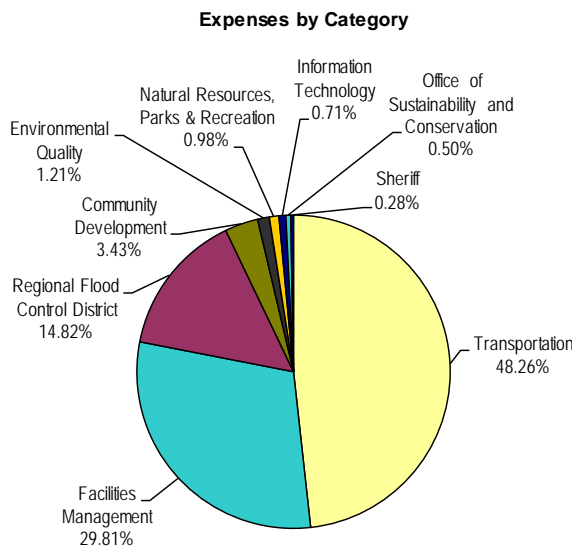
Regional Wastewater Reclamation is the largest component of the CIP in terms of budget, although it is budgeted separately from the Capital Projects Fund. Listed in descending order are the Capital Project Fund budget categories: Transportation; Facilities Management – which manages projects related 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; Regional Flood Control District; Community Development & Neighborhood Conservation; Environmental Quality – which consists of environmental remediation projects and solid waste infrastructure management; Natural Resources, Parks & Recreation; Information Technology; Office of Sustainability and Conservation – which provides for acquisition and rehabilitation of historic structures and mitigation of archaeological resources; and Sheriff. These are followed by the categories that are budgeted separately, listed in ascending order: Parking Garages, Telecommunications, Fleet Services, and Regional Wastewater Reclamation.

Pima County FY 2016/2017 Adopted Budget

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 2016/17 adopted expenditures, revenues, and other funding sources for all Capital Projects Fund projects.

Pima County FY 2016/17 Capital Projects Fund¹



Expenses by Category

Transportation	\$ 50,896,922
Facilities Management	31,441,543
Regional Flood Control District	15,632,511
Community Development	3,614,498
Environmental Quality	1,280,615
Natural Resources, Parks & Recreation	1,037,929
Information Technology	750,000
Office of Sustainability and Conservation	525,151
Sheriff	300,000
	<u>\$105,479,169</u>

Sources of Funding

Other Funding: Bond/COPs Proceeds	\$ 35,681,000
Intergovernmental Revenue	27,435,634
Other Funding: Operating Transfers	18,424,464
Charges for Services/Impact Fees	3,186,670
Investment & Miscellaneous Revenue	500,285
Fund Balance Decrease ²	<u>20,251,116</u>
	<u>\$ 105,479,169</u>

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.

² Calculated with Transfers Out not included as 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 District projects, although not scheduled to be completed for several years, will eventually require significant additional operations and maintenance (O&M) expenditures: increased personnel services expenditures for additional building maintenance staff, additional supplies and services, expenditures for utilities, general maintenance, 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 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 2016/17 operating budget may be found in the final section of this report.

Capital Projects by Category: Summary

Transportation

The fiscal year 2016/17 CIP associated with Transportation consists of 51 projects with total expenditures of \$50.9 million. Major projects include \$10.6 million for Sunset Road: Silverbell Road to I-10 to River Road; \$8.4 million for Wilmot Road north of Sahuarita Road; \$5.5 million for Colossal Cave Road: Success Drive & Ruthrauff Culvert; \$4.8 million for Pavement Preservation; \$3.1 million for Cortaro Farms Road: Camino Oeste to Thornydale Road; \$3.0 million for Houghton Road: I-10 to Golf Links Road; \$2.4 million for Valencia Road: Wade Road to Ajo Highway; \$1.8 million for Hughes Access Road Relocation; and \$1.3 million for La Canada River Road to Ina Road.

Facilities Management

Facilities Management manages projects related to County facilities and has 11 active projects in fiscal year 2016/17 and a budget of \$31.4 million. The major projects are \$12.8 million for the new Pima County Animal Care Center; \$9.2 million for Project Curvature World View; \$5.3 million for Old Court House Renovations and Tenant Improvements; \$1.2 million for Flowing Wells Branch Library; and \$990,000 for 97 East Congress Modernization.

Pima County FY 2016/2017 Adopted Budget

Regional Flood Control District

The Regional Flood Control District has 16 active CIP projects in fiscal year 2016/17, with a total budget of \$15.6 million. Major projects include \$3.7 million for Pantano Wash: Fort Lowell Park to Tanque Verde Road; \$3.0 million for El Corazon de los Tres Rios Del Norte; \$1.7 million for the Santa Cruz River (SCR) Maintenance; \$1.2 million for Roger Road & I-10 Drainage Improvement; \$1.2 million for the Riparian Mitigation Project; and \$1.0 million for the Floodprone Land Acquisition Program.

Community Development & Neighborhood Conservation

There are four CIP projects, with total expenditures of \$3.6 million, scheduled for activity in fiscal year 2016/17. The major projects are \$1.7 million for Housing Reinvestment 2004 Authorization and \$861,073 for Neighborhood Reinvestment 2004 Authorization.

Environmental Quality

The fiscal year 2016/17 CIP budget is \$1.3 million with \$930,615 budgeted for the Tangerine Facility Closure and \$350,000 for the Environmental Remediation - El Camino del Cerro Landfill project.

Natural Resources, Parks & Recreation

The fiscal year 2016/17 Parks and Recreation CIP is \$1.1 million with \$837,929 for the Southeast Community Park and \$200,000 for the Northside Community Park.

Information Technology

The fiscal year 2016/17 CIP budget is \$750,000 for Library Network Lifecycle.

Office of Sustainability and Conservation

There are four CIP projects, with total expenditures of \$525,151 scheduled for activity in fiscal year 2016/17.

Sheriff

The fiscal year 2016/17 CIP budget is \$300,000 for the Regional Public Safety Communications System.

Parking Garages

There are two CIP projects, with total expenditures of \$354,882 scheduled for activity in fiscal year 2016/17, with \$314,882 for the Garage Revenue & Access Controls Upgrade.

Telecommunications

The fiscal year 2016/17 CIP budget is \$1.6 million for two projects. The major project is \$900,000 for Mission and Ajo Fiber.

Fleet Services

The fiscal year 2016/17 CIP budget is \$3.3 million for three projects. The major project is \$2.6 million for the Mission Road Complex Fuel Island.

Regional Wastewater Reclamation

The fiscal year 2016/17 CIP budget for Regional Wastewater Reclamation consists of 36 projects with total expenditures of \$46.7 million. Major projects for fiscal year 2016/17 include \$10 million for Minor Rehabilitation Projects; \$9.2 million for Southeast Interceptor Augmentation; \$6.8 million for North Rillito Interceptor Rehabilitation; \$4.5 million for CRRPS Facility Modifications; \$2.3 million for the Old Nogales Interceptor Augmentation - New Aerospace Corridor Sewer; and \$1.6 million for Sewer Manhole Rehabilitation #7. These six projects account for \$34.4 million, or 74%, of the \$46.7 million in total expenditures.

Complete FY 2016/17 Capital Project List

For a comprehensive list of the active and new projects comprising Pima County's fiscal year 2016/17 CIP budget refer to the *Summary of Active Capital Improvement Projects*.

**Impact of Completed Capital Projects on
Operations and Maintenance and Revenue: Fiscal Year 2016/17**

During the budget cycle for fiscal year 2016/17, data concerning projected Operations and Maintenance (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 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 three pages present the projected O&M expenditures and revenues by project.

**IMPACT OF COMPLETED CAPITAL PROJECTS ON OPERATIONS AND MAINTENANCE AND REVENUE
FISCAL YEARS 2016/2017 - 2020/2021**

Project Name	FY 2015/16 Adopted	Incr / (Decr) for FY 16/17	Incr / (Decr) for FY 17/18	Incr / (Decr) for FY 18/19	Incr / (Decr) for FY 19/20	Incr / (Decr) for FY 20/21
Transportation						
Benson Highway at Columbus Blvd. Intersection Improvements					3,880	
Benson Highway at Drexel Road Intersection Improvements						1,248
Bopp Road at Donald Avenue Improvements						3,212
Bowes Road @ Sabino High School HAWK		3,212				(3,212)
Camino De Oeste - Los Reales - Valencia	5,698	6,500				(12,198)
Camino de Oeste at Linda Vista Boulevard						3,212
Camino Loma Alta and Colossal Cave Road						1,248
Camino Verde Brightwater Way to Valencia	1,000					(1,000)
Catalina Highway at Houghton Road Roundabout						3,212
Colossal Cave Bike Lanes					7,500	(7,500)
Coronado School Cougars	1,000					(1,000)
Craycroft Road Improvements			1,344			
Curtis Road Traffic Safety Improvements					7,938	
Harrison Greenway at DMAFB	30,216	8,386				(38,602)
Harrison Road Bike Lanes		3,500		(3,500)		
Homer Davis Elementary Bicycle & Pedestrian Enhancement	1,000					(1,000)
Hughes Access Road Relocation			3,281	3,240		
Ina Road & Oracle Road, Intersection	1,000					(1,000)
Intelligent Transport System Signals Coord & Cab Upgrade	480					(480)
Julian Wash I-10 to Campbell Middle	1,000					(1,000)
La Canada River Road to Ina Road	6,968					(6,968)
La Cholla Boulevard Magee Road to Overton Road	6,770					(6,770)
Magee Road Cortaro Farms Road Mona Lisa to La Canada RTA07	6,192	6,500				(12,692)
Magee Road Cortaro Farms Road Thornydale Road to Mona Lisa	7,477	(1,000)		7,500		(13,977)
Magee Road La Canada Drive to Oracle Road		715				(715)
Mary Ann Cleveland Way @ Kush Canyon Lane HAWK	3,212					(3,212)
Old Tucson Nogales Highway Summit Neighborhood		5,761				(5,761)
Orange Grove Bike Lanes Oracle to Camino La Zorrora		6,500				(6,500)
Orange Grove Road Camino de la Tierra La Cholla Boulevard	1,000					(1,000)
Orange Grove TWLTL & Bike Lanes La Canada Road to Oracle Road		1,000	6,500			(7,500)
Palo Verde HAWKS @ Alvord & Milton	6,424					(6,424)
Picture Rocks Road and Sandario Road Improvements						3,212
Rillito Riverpath & Camino de la Tierra Bicycle & Pedestrian		10,736			7,500	(18,236)
Sabino Canyon Road/Sunrise Road Roundabout						1,248
Sunset Road Silverbell Road to I-10 to River Road		6,761		(1,000)		(5,761)
Tanque Verde Road at Emily Gray Junior High School HAWK		3,212				(3,212)
Tanque Verde Road at Tanque Verde Loop Road						1,248
Valencia Road Alvernon Way to Wilmot	1,715					(1,715)
Valencia Road Mark Road to Wade Road		5,761				(5,761)
Valencia Road Wade Road to Eagle Road	1,000			(1,000)		
Valencia Streetlight, Sidewalk Widening	1,760	6,500				(8,260)
Transportation Total	83,912	74,044	11,125	5,240	26,818	(163,616)
Facilities Management						
Downtown Court Complex	3,412,907	536,815				(3,949,722)
Green Valley Justice Court Addition	398					(398)
New Pima Animal Care Center				154,000	154,000	
Theresa Lee Health Clinic	15,813					(15,813)
Facilities Management Total	3,429,118	536,815	0	154,000	154,000	(3,965,933)
Regional Flood Control District						
Arroyo Chico Detention Basin USACOE	7,050	340	340	340	140	140
CDO Linear Park - Thornydale Road to I-10	2,200	2,055	105	105	105	105
CDO Pathway La Cholla to La Canada	60,704	20,704	1,025	1,506	68	(81,339)
El Corazon de los Tres Rios Del Norte		2,900	72	72	72	72
Green Valley Drainage Way 6 Repairs		500	25	25	25	25
Pantano Wash Ft Lowell Park to Tanque Verde Road		1,700	1,934	236	236	234
Pantano Wash Speedway to Tanque Verde	905	57	58	57	58	(1,135)
Roger Road & I-10 Drainage Improvement				1,000	25	25
Santa Cruz River Pavement Rehab CDO Wash to Silverlake	240	6	6	6	6	6
Santa Cruz River Flood/Erosion Control & Linear Park Ajo to 29th Street	6,000	2,037	198	197	198	197
Regional Flood Control District Total	77,099	30,299	3,763	3,544	933	(81,670)

**IMPACT OF COMPLETED CAPITAL PROJECTS ON OPERATIONS AND MAINTENANCE AND REVENUE
FISCAL YEARS 2016/2017 - 2020/2021**

Project Name	FY 2015/16 Adopted	Incr / (Decr) for FY 16/17	Incr / (Decr) for FY 17/18	Incr / (Decr) for FY 18/19	Incr / (Decr) for FY 19/20	Incr / (Decr) for FY 20/21
Environmental Quality						
Tangerine Closure		101,000				
Environmental Quality Total	0	101,000	0	0	0	0
Natural Resources, Parks & Recreation						
Northside Community Park	96,910	6,271				(103,181)
Pantano Infill 5th Street to Speedway	43,061	(12,340)				(30,721)
Pantano Path Broadway to Kenyon	26,721					(26,721)
Santa Cruz River Park Irvington to Valencia	21,317					(21,317)
Natural Resources, Parks & Recreation Total	188,009	(6,069)	0	0	0	(181,940)
Information Technology						
Public Works Land & Permits Management System	196,048					(196,048)
Information Technology Total	196,048	0	0	0	0	(196,048)
Elections						
Election System Upgrades			66,999			
Elections Total			66,999			
Telecommunications						
Wireless Upgrade and Refresh	10,250	256	263	269	276	(11,314)
Telecommunications Total	10,250	256	263	269	276	(11,314)
Fleet Services						
Fleet Services Fuel Management System	34,000					(34,000)
New Services Facilities	374,460					(374,460)
Fleet Services Total	408,460	0	0	0	0	(408,460)
Regional Wastewater Reclamation						
Addition to RWRD Central Laboratory		116,000				(116,000)
Avra Valley WRF - Valve & Gate Motor Operation & SCADA Improvements		750	200	36	8	(994)
Cardenal Pump Station	(3,600)	3,600				
Corona de Tucson WRF Influent Splitter Box Improvements		750	200	54	(1,305)	301
Corona de Tucson WRF Security Improvements	8,000					(8,000)
Corona de Tucson Wastewater Treatment Plant UV Disinfection & Filtration	2,000					(2,000)
Dodge Boulevard Security Improvements			500			(500)
Emergency Overflow Basin #4 Creation				1,000	50	(1,050)
Green Valley WRF - Future Development Plan fiscal year 13/14	1,000					(1,000)
Green Valley WRF SCADA & Automation Improvements			500			(500)
Green Valley WRF Security Improvements	500					(500)
Hanson Software Upgrade to Version 8	59,615	615	615	615	615	(62,075)
Ina Road Existing Plant SCADA Upgrades			500			(500)
Ina Rd WRF - Grit Classifier			1,000	250	63	(1,313)
Ina Rd WRF Rough Screens		1,000	300	90	27	(1,417)
La Tierra Pump Station Conversion to Gravity Sewer		(3,600)	3,600			
New Influent Emergency Overflow Basin - Avra Valley WRF			1,000	250	50	(1,300)
Odor and Corrosion Control at Tanque Verde Siphon			206,700			(206,700)
Pantano Interceptor Chemical Dosing Unit at Houghton Road	114,165	343,795	20,609	21,556	22,526	(522,651)
ROMP 32 MGD Reclamation Campus	3,980,390					(3,980,390)
ROMP Ina Road WPCF HPO Replacement	9,983,163					(9,983,163)
Sabino Creek Pump Station		2,200				(2,200)
Sahuara Bio-Filter	2,100	4,350				(6,450)
SCADA Emergency Operations Center			500			(500)
SCADA WAN Infrastructure Upgrade		500				(500)
Southeast Interceptor Augmentation			5,000			(5,000)
SRF Parking, Paving & Drainage Improvements		1,000	250	63	16	(1,329)
State Prison Pump Station Rehabilitation fiscal year 2013/14	10,000					(10,000)
Total Trihalomethane Control Through Centrate Dosing		18,000	18,000			
Tres Rios Safety Upgrades		1,100	275	69	18	(1,462)
Two Additional Centrifuge Sludge Screens -Tres Rios WRF			1,600			
Regional Wastewater Reclamation Total	14,147,333	500,060	261,349	23,983	22,068	(14,917,193)
Total O&M Expenditures	18,540,229	1,236,405	276,500	187,036	204,095	(19,926,174)

**IMPACT OF COMPLETED CAPITAL PROJECTS ON OPERATIONS AND MAINTENANCE AND REVENUE
FISCAL YEARS 2016/2017 - 2020/2021**

Project Name	FY 2015/16 Adopted	Incr / (Decr) for FY 16/17	Incr / (Decr) for FY 17/18	Incr / (Decr) for FY 18/19	Incr / (Decr) for FY 19/20	Incr / (Decr) for FY 20/21
O&M Revenue						
<u>Facilities Management</u>						
Downtown Court Complex	796,200					(796,200)
Project Curvature World View			337,500	337,500		
<u>Facilities Management Total</u>	796,200	0	337,500	337,500	0	(796,200)
<u>Natural Resources, Parks & Recreation</u>						
Northside Community Park	9,000	3,000				(12,000)
<u>Natural Resources, Parks & Recreation Total</u>	9,000	3,000	0	0	0	(12,000)
<u>Regional Wastewater Reclamation</u>						
Biogas Sales and Utilization			50,000			(50,000)
<u>Regional Wastewater Reclamation Total</u>	0	0	50,000	0	0	(50,000)
Total O&M Revenue	805,200	3,000	387,500	337,500	0	(858,200)

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2016/2017 - 2020/2021 AND BEYOND**

Project Name	Prior Years Expenditures	FY 2016/17 Adopted	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	Total
Transportation								
1st Avenue Orange Grove Road to Ina Road							7,256,000	7,256,000
22nd Street I-10 to Tucson Boulevard Improvements	789,445		5,000,000	4,210,555				10,000,000
Alvernon Hughes Access Bike Lanes	35,000	698,000						733,000
Benson Highway at Columbus Blvd. Intersection Improvements		110,000	203,000	355,000	191,000			859,000
Benson Highway at Drexel Road Intersection Improvements		88,000	219,000	310,000	115,000			732,000
Bopp Road at Donald Avenue Improvements		143,000	240,000	300,000	168,000			851,000
Bopp/San Joaquin Roundabout		101,000	490,000					591,000
Bowes Road @ Sabino High School HAWK	189,187	5,973						195,160
Broadway Boulevard Euclid Avenue to Campbell Avenue	1,347,247		1,652,753	11,000,000	11,000,000			25,000,000
Camino de Oeste at Linda Vista Boulevard		128,000	228,000	307,500	172,500			836,000
Camino Loma Alta and Colossal Cave Road		229,000	722,750	1,279,500	750,750			2,982,000
Catalina Highway at Houghton Road Roundabout		128,000	232,250	319,500	180,250			860,000
Colossal Cave Road Success Drive & Ruthrauff Culvert	1,251,049	5,491,218	1,299,733					8,042,000
Cortaro Farms Road Camino de Oeste to Thornydale	2,032,214	3,050,101	8,496,791	3,000,000	2,700,000			19,279,106
Craycroft Road Improvements	57,000	228,000						285,000
Curtis Road Traffic Safety Improvements	69,000	182,950	76,650					328,600
El Paso Southwest Greenway	77,000	523,000						600,000
Elephant Head Road Bridge, Girder Replacement	2,293,119	206,881						2,500,000
Houghton Road I-10 to Golf Links Road	8,407,154	3,000,000	2,000,000			3,500,000	20,378,023	37,285,177
HSIP Matching Federal Safety Funds		730,000	500,000	500,000	500,000			2,230,000
Hughes Access Road Relocation	10,851,377	1,848,623						12,700,000
Hughes Buffer Project	193,000	157,000						350,000
I-10/Craycroft Intersection Signalization Construction	328,000	25,000						353,000
Ina Road Sidewalks Shannon Road to La Cholla Blvd.	15,728	73,488	146,367					235,583
Intelligent Transport System Signals Coord & Cab Upgrade	1,745,376	150,000						1,895,376
Kolb Road Sabino Road to Sunrise Drive		1,232,500	1,812,500	442,500	7,687,000	3,052,500	1,300,000	15,527,000
La Canada River Road to Ina Road	30,910,111	1,272,880						32,182,991
La Cholla Blvd. Overton Road to Tangerine	50,000	41,350	1,750,000	1,627,743				3,469,093
Left Turn Lane at Cactus Forest Drive & Old Spanish Trail	6,700	48,800	355,500					411,000
Los Reales/Swan Roundabout		101,000	490,000					591,000
Magee Road La Canada Drive to Oracle Road	16,061,778	336,622						16,398,400
Manzanita Elementary Safe Routes to School Design Project	481,123	11,700						492,823
Mary Ann Cleveland Way @ Kush Canyon Lane HAWK	203,539	40,897						244,436
Old Tucson Nogales Hwy Summit Neighborhood	2,149,564	14,812						2,164,376
Old Vail Middle School Safe Route to School	224,701	436,478						661,179
Palo Verde HAWKS @ Alvord & Milton	648,496	55,738						704,234
Pavement Preservation		4,750,000						4,750,000
Picture Rocks Road and Sandario Road Improvements		128,000	225,000	300,000	168,000			821,000
Rillito Riverpath & Camino de la Tierra Bicycle & Pedestrian	366,478	683,122						1,049,600
South Houghton Road Camino Aurelia to I-10	235,000	15,000						250,000
Sabino Canyon Road/Sunrise Road Roundabout		158,500	401,500	659,500	381,500			1,601,000
Safety Improvements 1997 Bond Funded	610,601	865,000	2,500,000	455,000	455,000	206,839		5,092,440
Silverbell Road Grant Road to Goret Road	55,474	82,526						138,000
South Camino De La Tierra - Highway Drive-Curtis Road Pave	25,000	68,000	103,000	6,493				202,493
Speedway Blvd. Painted Hills Road to Camino Del Oeste	119,853	124,853	106,540	1,000				352,246
Square Tube Breakaway Sign Posts	1,178,961	100,000	100,000	100,000	100,000	4,747		1,583,708

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2016/2017 - 2020/2021 AND BEYOND**

Project Name	Prior Years Expenditures	FY 2016/17 Adopted	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	Total
Summit View Elementary Safe Routes to School	191,242	707,228	70,826					969,296
Sunset Road Silverbell Road to I-10 to River Road	6,604,724	10,622,495	2,667,482					19,894,701
Tanque Verde Road at Emily Gray Junior High School HAWK	192,065	6,935						199,000
Tanque Verde Road at Tanque Verde Loop Road		128,000	235,500	328,000	185,500			877,000
Valencia Road Alvernon Way to Wilmot	37,072,313	142,567						37,214,880
Valencia Road Mark Road to Wade Road	19,887,249	661,279						20,548,528
Valencia Road Wade Road to Ajo Highway	587,000	2,364,000	3,002,000	12,062,000	4,585,000	2,400,000		25,000,000
Wilmot Road North of Sahuarita Road	1,249,874	8,399,406	690,720					10,340,000
<u>Transportation Total</u>	148,792,742	50,896,922	36,017,862	37,564,291	29,339,500	9,164,086	28,934,023	340,709,426
<u>Facilities Management</u>								
97 East Congress Modernization	2,632,000	990,000	578,000					4,200,000
Linda Avenue House Restoration		253,788						253,788
Adult Detention Center Electrical & Plumbing Improvements		225,000						225,000
Downtown Court Complex	141,388,745	161,255						141,550,000
Flowing Wells Branch Library Addition	40,000	1,200,000	1,960,000					3,200,000
New Pima Animal Care Center	1,658,023	12,761,500	7,050,477	200,000				21,670,000
Old Court House Renovations & Tenant Improvements	300,000	5,300,000						5,600,000
Project Curvature World View	7,300,000	9,200,000						16,500,000
Repave Non-Park Facility Parking Lots	660,719	500,000	200,000	200,000				1,560,719
Southeast Library - UA Tech Park		500,000	2,000,000	2,000,000	1,500,000			6,000,000
Superior Courts Restroom Project		350,000	350,000					700,000
<u>Facilities Management Total</u>	153,979,487	31,441,543	12,138,477	2,400,000	1,500,000	-	-	201,459,507
<u>Regional Flood Control District</u>								
Arroyo Chico Detention Basin USACOE	15,774,538	256,000	400,000					16,430,538
CDO Pathway La Cholla to La Canada	3,098,608	250,000						3,348,608
El Corazon de los Tres Rios Del Norte	5,034,295	3,000,000	2,000,000					10,034,295
Floodprone Land Acquisition Program	24,272,157	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	30,272,157
Green Valley Drainage Way 6 Repairs	766,418	250,000						1,016,418
Pantano Wash Ft. Lowell Park to Tanque Verde Road	2,437,847	3,680,000	3,680,000					9,797,847
Property Rights Assessments for Rillito River	178,760	150,000						328,760
Property Rights Assessments for Santa Cruz River	630,501	150,000						780,501
Riparian Mitigation Project Acquisition Fund	300,000	1,200,000	500,000	500,000	500,000			3,000,000
Roger Road & I-10 Drainage Improvement	1,012,961	1,203,000	2,774,470					4,990,431
Rillito River Maintenance Projects	700,000	800,000	900,000					2,400,000
Santa Cruz River Maintenance Projects	300,000	1,700,000	1,000,000					3,000,000
Santa Cruz River Pavement Rehab CDO Wash to Silverlake	1,050,000	500,000						1,550,000
Santa Cruz River Flood/Erosion Control & Linear Park Ajo to 29th Street	14,528,625	100,000						14,628,625
Tohono O'Odham Nation Drainage	606,489	893,511						1,500,000
Tres Rios del Norte USACOE Study	1,650,799			50,000				1,700,799
Urban Drainage	6,545,913	500,000	1,100,000	3,000,000	3,000,000	3,000,000	3,000,000	20,145,913
<u>Regional Flood Control District Total</u>	78,887,911	15,632,511	13,354,470	4,550,000	4,500,000	4,000,000	4,000,000	124,924,892

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2016/2017 - 2020/2021 AND BEYOND**

Project Name	Prior Years Expenditures	FY 2016/17 Adopted	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	Total
<u>Community Development & Neighborhood Conservation</u>								
Housing Reinvestment 2004 Authorization		1,650,159						1,650,159
Neighborhood Reinvestment 2004 Authorization		861,073						861,073
1997 Neighborhood and Housing Reinvestment Program	161,146	693,820						854,966
5 Points Business Coalition	87,434	409,446						496,880
<u>Community Development & Neighborhood Conservation Total</u>	248,580	3,614,498	-	-	-	-	-	3,863,078
<u>Environmental Quality</u>								
Environmental Remediation - El Camino del Cerro Landfill	4,420,322	350,000	280,783					5,051,105
Tangerine Closure	3,360,872	930,615						4,291,487
<u>Environmental Quality Total</u>	7,781,194	1,280,615	280,783	-	-	-	-	9,342,592
<u>Natural Resources, Parks & Recreation</u>								
Northside Community Park	5,443,337	200,000						5,643,337
Southeast Community Park	5,162,071	837,929						6,000,000
<u>Natural Resources, Parks & Recreation Total</u>	10,605,408	1,037,929	-	-	-	-	-	11,643,337
<u>Information Technology</u>								
Library Network Lifecycle		750,000	262,000	262,000	262,000	264,000		1,800,000
<u>Information Technology Total</u>	-	750,000	262,000	262,000	262,000	264,000	-	1,800,000
<u>Office of Sustainability and Conservation</u>								
Anza Trail - Llano Grande Campsite	126,403	275,500	703,390					1,105,293
Anza Trail - Los Morteros Campsite	1,054,075	155,000						1,209,075
Fort Lowell Acquisition - Atkins Steel Acquisition	1,529,451	55,190						1,584,641
Tumamoc Hill Acquisition	1,297,613	39,461						1,337,074
<u>Office of Sustainability and Conservation Total</u>	4,007,542	525,151	703,390	-	-	-	-	5,236,083
<u>Sheriff</u>								
Regional Public Safety Communications System	60,845,309	300,000						61,145,309
<u>Sheriff Total</u>	60,845,309	300,000	-	-	-	-	-	61,145,309
<u>Open Spaces</u>								
<u>Open Spaces Total</u>								
<u>Parking Garages</u>								
Garage Revenue & Access Controls Upgrades	685,118	314,882						1,000,000
Solar Canopy Installation	60,000	40,000						100,000
<u>Parking Garages Total</u>	745,118	354,882	-	-	-	-	-	1,100,000
<u>Telecommunications</u>								
Mission and Ajo Way Fiber - Telecom		900,000						900,000
Inter-Data Center Fiber Infrastructure - Telecom		675,000						675,000
<u>Telecommunications Total</u>	-	1,575,000	-	-	-	-	-	1,575,000

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2016/2017 - 2020/2021 AND BEYOND**

Project Name	Prior Years Expenditures	FY 2016/17 Adopted	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	Total
<u>Fleet Services</u>								
Building 12 Demolition and Electric Services Improvements	93,000	297,000						390,000
Houghton Rd Fuel Island		400,000	1,200,000					1,600,000
Mission Road Complex Fuel Island	567,935	2,594,009						3,161,944
<u>Fleet Services Total</u>	660,935	3,291,009	1,200,000	-	-	-	-	5,151,944
<u>Regional Wastewater Reclamation</u>								
22nd Street Alvernon Way to Swan Road Augmentation	3,372,580	225,000						3,597,580
ADOT Ina Road & I-10 Sewer Modifications	267,806	1,000,000	682,194					1,950,000
ADOT SR86 Valencia Road to Kinney Road	383,884	44,492						428,376
ADOT West Ajo Way & I-19 Sewer Modifications	658,104	2,000						660,104
ADOT West Ruthrauff Road & I-10 Sewer Modifications	50,000	100,000	1,000,000	725,000				1,875,000
Aerospace Parkway Extension Sewer	60,000	600,000						660,000
Avra Valley WRF New Influent Emergency Overflow Basin	150,000	700,000	550,000					1,400,000
Avra Valley WRF SCADA & Automation Imp FY 17/18				360,000	254,000			614,000
Black Wash Augmentation	73,500	893,000						966,500
Broadway Blvd. Augmentation - North Chantilly to North Craycroft	85,000		573,000					658,000
City of Tucson DOT 22nd Street I-10 to Tucson Blvd. Sewer Utility		15,000		450,000				465,000
City of Tucson DOT Broadway Blvd. Euclid-Campbell Avenue Sewer Utility				110,900	4,100			115,000
City of Tucson DOT Downtown Links Phases 2 & 3		240,000						240,000
City of Tucson DOT Grant Road Corridor Improvements Sewer Utility		32,000	154,000					186,000
City of Tucson DOT Houghton Road Broadway Blvd. Intersection Improvements		154,000						154,000
Continental Ranch Pump Station - Second Force Main				610,000	7,301,000	5,739,000	5,000	13,655,000
Conveyance SCADA System Upgrade Richey Road to Ina Road	3,088,147	100,800						3,188,947
Corona de Tucson WWTF UV Disinfection & Filtration	1,000,000	293,867						1,293,867
CRRPS Facility Modifications	3,019,159	4,480,841						7,500,000
Emergency Overflow Basin #4 Creation	734,013	100,000						834,013
Green Valley WRF - Future Development Plan FY13/14	2,699,925	1,000,000	331,261					4,031,186
La Tierra Pump Station Conversion to Gravity Sewer	764,183	81,817						846,000
Minor Rehabilitation Projects fiscal year 2015/16	9,995,000	5,000						10,000,000
Minor Rehabilitation Projects fiscal year 2016/17		9,995,000	5,000					10,000,000
Minor Rehabilitation Projects FY 17/18			9,995,000	5,000				10,000,000
North Rillito Interceptor Rehabilitation	12,719,813	6,849,730	3,000,000					22,569,543
Odor and Corrosion Control - Tanque Verde Siphon			80,000	521,000				601,000
Old Nogales Interceptor Aug - New Aerospace Corridor Sewer	920,914	2,331,680	5,000,000	5,000,000	5,000,000	5,000,000	22,124,406	45,377,000
Pantano Grade Control Structure			754,000					754,000
Pima County Fairgrounds Connection to Existing Conveyance System		50,000	1,100,000	1,725,000	2,003,000	122,000		5,000,000
Principal Pump Station	8,435	119,704	393,861					522,000
Sabino Creek Pump Station	1,841,714	888,286						2,730,000
Safe Flush Tanks for Low-Flow Sewers					175,000			175,000
SCADA Emergency Operations Center			630,000					630,000
SCADA WAN Infrastructure Upgrade	593,250	1,100,000	428,000					2,121,250
SE Houghton Area Recharge Project	252,164		1,373,918	1,373,918				3,000,000
SE Interceptor Augmentation	1,803,758	9,233,418	7,462,824					18,500,000
Sewer Manhole Rehabilitation #6	1,599,000	1,000						1,600,000
Sewer Manhole Rehabilitation #7		1,599,000	1,000					1,600,000

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS
FISCAL YEARS 2016/2017 - 2020/2021 AND BEYOND**

Project Name	Prior Years Expenditures	FY 2016/17 Adopted	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	Total
Sewer Manhole Rehabilitation #8			1,599,000	1,000				1,600,000
Sewer Utility Minor Modification Projects 2016/2017		100,000						100,000
Sewer Utility Minor Modification Projects 2017/2018			100,000					100,000
Sewer Utility Minor Modification Projects 2018/2019				100,000				100,000
Sewer Utility Minor Modification Projects 2019/2020					100,000			100,000
Silverado Pump Station Rehabilitation				514,000				514,000
Speedway Blvd. Area Capacity Augmentation Alignment Study			171,000	3,084,000	1,500,000	6,645,000	702,000	12,102,000
State Prison Pump Station Rehabilitation fiscal year 2013/14	276,311	636,689						913,000
System-Wide Conveyance Rehabilitation Program		500,000	6,500,000	11,989,000	12,510,000	9,210,000	17,210,000	57,919,000
System-Wide Treatment Rehabilitation & Enhancement			3,375,000	3,300,000		2,691,000	24,646,000	34,012,000
Tangerine Road Force Main Relocation	1,718,978	290,000						2,008,978
Tres Rios Sludge Holding Tank	140,000	1,046,000	714,000					1,900,000
Tres Rios WRF Additional Sludge Screens (2)		925,000						925,000
Tres Rios WRF Existing Infrastructure Upgrades Project	2,153,381	1,000,000	1,345,869	2,000,750	2,000,000			8,500,000
<u>Regional Wastewater Reclamation Total</u>	50,429,019	46,733,324	47,318,927	31,869,568	30,847,100	29,407,000	64,687,406	301,292,344
Total Capital Improvement Projects	516,983,245	157,433,384	111,275,909	76,645,859	66,448,600	42,835,086	97,621,429	1,069,243,512
Less: Parking Garages		(354,882)						
Less: Telecommunications		(1,575,000)						
Less: Fleet Services		(3,291,009)						
Less: Regional Wastewater Reclamation		(46,733,324)						
Total FY 2014/15 Adopted Capital Projects Fund		105,479,169						

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2016/2017 - 2020/2021 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	
Downtown Court Complex	141,388,745	161,255						141,550,000

Department	O&M Impact				
	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Facilities Management	461,391	12,500			(12,500)
	2,366,516	1,109,315			(1,109,315)
	585,000	(585,000)			
	3,412,907	536,815	0	0	(1,121,815)
	796,200	0	0	0	0
	(2,616,707)	(536,815)	0	0	1,121,815
	0.0	0.0	0.0	0.0	0.0

Project Description

Design, construct, and locate a new Pima County Justice Court and other 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	Capital Expenditures:							Total
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	
Regional Public Safety Communications System	60,845,309	300,000						61,145,309

Department	O&M Impact				
	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Sheriff					
	0	0	0	0	0
	0	0	0	0	0
	0	0	0	0	0
	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.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2016/2017 - 2020/2021 AND BEYOND**

Project Name	<u>Capital Expenditures:</u>							
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	Total
System-Wide Conveyance Rehabilitation		500,000	6,500,000	11,989,000	12,510,000	9,210,000	17,210,000	57,919,000
	Increase/(Decrease) from Prior Year							
	<u>O&M Impact</u>							
	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21			
Department	Personal Services							
	Supplies & Services							
Regional Wastewater Reclamation	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	RWRD 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	<u>Capital Expenditures:</u>							
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	Total
Old Nogales Interceptor Aug - New Aerospace Corridor Sewer	920,914	2,331,680	5,000,000	5,000,000	5,000,000	5,000,000	22,124,406	45,377,000
	Increase/(Decrease) from Prior Year							
	<u>O&M Impact</u>							
	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21			
Department	Personal Services							
Regional Wastewater Reclamation	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	The project is to provide additional conveyance capacity for anticipated future development in the Aerospace Corridor (ASC) and development east of South Nogales Highway at East Hughes Access Road. Design and construct augmentation of the existing Old Nogales Highway Interceptor (ONH) from Interstate 10 south to the intersection of South Nogales Highway and East Hughes Access Road; and design and construct a new public sewer which may ultimately reach as far east as the area of the Old Vail Connection Road and South Wilmot Road.				Project Justification			
					Based on preliminary flow projections, the ONH will require augmentation to enable compliance with ADEQ capacity regulations from flow received from the proposed ASC. Long range planning has identified the benefit of extending a public sewer east of Old Nogales Highway at Hughes Access Road to the Arizona State Prison facility on South Wilmot Road. This extension would have the added benefit of providing gravity sewer service to other proposed development. Pima County efforts to attract development to the area have warranted the construction of the new ASC sewer.			

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2016/2017 - 2020/2021 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	
Houghton Rd I-10 to Golf Links Rd RTA 32	8,407,154	3,000,000	2,000,000			3,500,000	20,378,023	37,285,177

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Transportation	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 multi-phase 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. New turning lanes and traffic signals will be installed 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.

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	
Valencia Road: Alvernon Way to Wilmot Road RTA 24	37,072,313	142,567						37,214,880

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Transportation	Personal Services	286	0			(286)
	Supplies & Services	1,429	0			(1,429)
	Capital					
	Total O&M	1,715	0	0	0	(1,715)
	Revenue	0	0	0	0	0
	Net Fund Impact	(1,715)	0	0	0	1,715
	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.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2016/2017 - 2020/2021 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	
System-Wide Treatment Rehabilitation & Enhancement			3,375,000	3,300,000		2,691,000	24,646,000	34,012,000

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Regional Wastewater Reclamation	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
RWRD is focused on rehabilitating, enhancing, repairing, or replacing the treatment facilities throughout Pima County.

Project Justification
Planned rehabilitation and enhancement of the treatment 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	Capital Expenditures:							Total
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	
La Canada Drive River Road to Ina Rd RTA 11	30,910,111	1,272,880						32,182,991

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Transportation	Personal Services	935				(935)
	Supplies & Services	6,033				(6,033)
	Capital					
	Total O&M	6,968	0	0	0	(6,968)
	Revenue	0	0	0	0	0
	Net Fund Impact	(6,968)	0	0	0	6,968
	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 2016/2017 - 2020/2021 AND BEYOND**

Project Name	Capital Expenditures:							
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	Total
Floodprone Land Acquisition Program	24,272,157	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	30,272,157

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Regional Flood Control District	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
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	Capital Expenditures:							
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	Total
Broadway Boulevard: Euclid Avenue to Campbell RTA 17	1,347,247		1,652,753	11,000,000	11,000,000			25,000,000

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Transportation	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
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.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2016/2017 - 2020/2021 AND BEYOND**

Project Name	Capital Expenditures:							Beyond	Total
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21			
Valencia Road: Wade Road to Ajo Highway	587,000	2,364,000	3,002,000	12,062,000	4,585,000	2,400,000		25,000,000	

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Transportation	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.

Project Name	Capital Expenditures:							Beyond	Total
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21			
North Rillito Interceptor Rehabilitation (NRI)	12,719,813	6,849,730	3,000,000					22,569,543	

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Regional Wastewater Reclamation	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

Rehabilitation of approximately 10 miles of sewer pipe, the evaluation and repair of approximately 60 manholes and replacement of an estimated 10 manholes.

Project Justification

Continuous conveyance system monitoring, evaluation and repair are an integral part of the Department's Capacity Management Operations and Maintenance (CMOM) Plan. Rehabilitation of the NRI will reduce potential system failures and sanitary sewer overflows. This project will minimize future environmental impacts and non-compliance risk which could result in regulatory fines.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2016/2017 - 2020/2021 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	
New Pima Animal Care Center (PACC)	1,658,023	12,761,500	7,050,477	200,000				21,670,000

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Personal Services						
Supplies & Services				154,000	154,000	
Capital						
Total O&M		0	0	154,000	154,000	0
Revenue		0	0	0	0	0
Net Fund Impact		0	0	(154,000)	(154,000)	0
Additional FTEs		0.0	0.0	0.0	0.0	0.0

Project Description

Design and construct new animal care facilities on and around the existing site. Facilities will include dog kennels, cat rooms and cat cages, clinic for spay-neuter services and care for shelter animals that are sick/injured, in a safe, efficient and sanitary work environment. The new facility designed to keep animals healthy, rehabilitate the sick, injured and behaviorally changed pets and displaying them in a more conveniently located, modern, efficient and friendly facility should maximize the number of pets saved each year, encourage visitors and increase adoptions, rescues and returns to owners and substantially reduce euthanasia rates, and provide for collaborations with local and national animal welfare and rescue agencies.

Project Justification

The PACC serves all of Pima County with jurisdictional animal services. Since the original facility was constructed in 1968, standards for animal care have changed significantly and with that the associated public expectations regarding providing nationally accepted humane animal care as well as animal control functions mandated by law. New state-of-the-art facilities will have a significant impact on animal adoption rates, owner recovery of pets and ultimately minimizing the number of animals euthanized. The new facilities will provide a healthier environment for both animals and staff.

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	
Valencia Road: Mark Road to Wade Road RTA 21	19,887,249	661,279						20,548,528

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Personal Services		744				(744)
Supplies & Services		5,017				(5,017)
Capital						
Total O&M		5,761	0	0	0	(5,761)
Revenue		0	0	0	0	0
Net Fund Impact		(5,761)	0	0	0	5,761
Additional FTEs		0.0	0.0	0.0	0.0	0.0

Project Description

This is one section of the widening of Valencia Road between Mark and Wade Roads. It will be a 4-lane desert parkway with a raised landscaped median, bike lanes and ADA accessible sidewalks.

Project Justification

This project is part of three other projects to improve the Valencia Road corridor eastward from I-19 to Houghton Road, including Project 23, Valencia Road, I-19 to Alvernon Road (Controlled Access); Project 24, Valencia Road, Alvernon Road to Kolb Road; Project 25, Valencia Road, Kolb Road to Houghton Road. When all projects are completed, the Valencia Road corridor will have been improved from Ajo Highway east to Houghton Road.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2016/2017 - 2020/2021 AND BEYOND**

Project Name	Capital Expenditures:							
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	Total
Urban Drainage	6,545,913	500,000	1,100,000	3,000,000	3,000,000	3,000,000	3,000,000	20,145,913

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Regional Flood Control District	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
The Pima County Flood Control District, in cooperation with other municipalities, plans to mitigate flooding problems within the city.

Project Justification
The proposed drainage improvements will reduce chronic drainage problems that impact local streets and the threat of flooding homes and commercial buildings.

Project Name	Capital Expenditures:							
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	Total
Sunset Rd Silverbell Rd to I-10 to River Rd RTA 08	6,604,724	10,622,495	2,667,482					19,894,701

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Transportation	Personal Services	744				(744)
	Supplies & Services	6,017		(1,000)		(5,017)
	Capital					
	Total O&M	6,761	0	(1,000)	0	(5,761)
	Revenue	0	0	0	0	0
	Net Fund Impact	(6,761)	0	1,000	0	5,761
	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.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2016/2017 - 2020/2021 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	
Cortaro Farms Road: Camino de Oeste to Thornydale	2,032,214	3,050,101	8,496,791	3,000,000	2,700,000			19,279,106

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Transportation	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

The proposed project consists of widening Cortaro Farms Road to four traffic lanes with multi-use lanes, outside curbs, storm drains and landscaping. The median treatment will be either a raised landscape median or a median two-way left-turn lane, depending on further evaluation of local area access and circulation needs. This project will tie into the Town of Marana's alignment adjustment project at the railroad.

Project Justification

This project will reduce traffic congestion and enhance safety along Cortaro Farms Road. The estimated economic value of the improvements to traffic flow and reductions in accidents are \$8.05 million. The benefit/cost ratio is 0.8:1.

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	
Project Curvature World View	7,300,000	9,200,000						16,500,000

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Facilities Management	Personal Services					
	Supplies & Services					
	Capital					
	Total O&M	0	0	0	0	0
	Revenue	0	337,500	337,500	0	0
	Net Fund Impact	0	337,500	337,500	0	0
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

Construct a 120k square foot standard steel frame facility for light manufacturing on approximately 12 acres, with mezzanine for total of 135k square feet leasable space. Project will include all fees, fixtures, furniture and equipment that are affixed to the building, and parking, storage and a 700 foot diameter launch pad. Location is the Aerospace, Defense and Technology Business and Research Park.

Project Justification

County will finance this facility to be repaid by tenant through annual lease and/or rent payments over 20-year period, with option to purchase. The launch pad will remain a public asset and available for commercial near-space and stratospheric uses consistent with Federal Aviation Administration (FAA) regulations and under the control of FAA Air Traffic Control. SpacePort Tucson is in the process of gaining federal spaceport approval.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS
FISCAL YEARS 2016/2017 - 2020/2021 AND BEYOND**

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	
Arroyo Chico Detention Basin USACOE	15,774,538	256,000	400,000					16,430,538

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Regional Flood Control	Personal Services					
	Supplies & Services	340	340	340	140	140
	Capital					
	Total O&M	340	340	340	140	140
	Revenue	0	0	0	0	0
	Net Fund Impact	(340)	(340)	(340)	(140)	(140)
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

The Pima County Flood Control District, in cooperation with USACOE, plans to mitigate flooding problems along Arroyo Chico.

Project Justification

The proposed drainage improvements will reduce chronic drainage problems that impact local streets and the threat of flooding homes and commercial buildings.

Project Name	Capital Expenditures:							Total
	Prior Years	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21	Beyond	
Magee Road: La Canada Drive to Oracle Road RTA 12	16,061,778	336,622						16,398,400

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20	FY 2020/21
Transportation	Personal Services	286				(286)
	Supplies & Services	429				(429)
	Capital					
	Total O&M	715	0	0	0	(715)
	Revenue	0	0	0	0	0
	Net Fund Impact	(715)	0	0	0	715
	Additional FTEs	0.0	0.0	0.0	0.0	0.0

Project Description

The project will widen Magee/Cortaro Road from Thornydale to Oracle Road to four lanes. Turning lanes will be provided at intersections and cross streets where warranted. The intersection of Magee Road and La Cholla Boulevard will be realigned and a second bridge will be installed over the Canyon Del Oro Wash. Improvements include a raised landscaped median, multi-use lanes, outside curbs and storm drains, provisions for pedestrians and other uses, landscaped shoulders, and noise mitigation for adjacent areas where warranted.

Project Justification

Magee Road is identified by Pima Association of Governments' Metropolitan Transportation Plan. The widening is needed to accommodate the increasing volume of traffic projected in the future. Drainage is a concern today at the Carmack Wash as it crosses both Magee and La Cholla Boulevard and causes road closures at these crossings. Improving Magee Road will provide for an increase in traffic capacity, user safety enhancement in all weather conditions, and traveling delays will be reduced.

SUPPLEMENTAL INFORMATION SUMMARY

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GLOSSARY OF TERMS AND ACRONYMS

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.

ADP - Automatic Data Processing - A fully automated and integrated Payroll, HR and Benefits system which Pima County began using in late 2014.

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.

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 objects, such as Personnel Services. Use of the Appropriation Unit enforces budgetary controls at the Department level. When the entire budget for a group of objects (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 2011–2016" presented in this section shows a history of assessment ratios.

Banner-University Medical Center South - The hospital, formerly known as Kino Community Hospital and later as University of Arizona Medical Center - South Campus, is operated by Banner Health under a lease agreement with the County.

Pima County FY 2016/2017 Adopted Budget

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, Health Services, Justice & Law, 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.

Centrally Assessed Property - Real and Personal Property used in mining, utility, pipeline, and railroad activities that is valued by the Arizona Department of Revenue rather than local county assessors.

Charges for Services - Fees charged for performance of a service.

Chart of Accounts - List of 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, Expenditure 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 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.

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.

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 a private business enterprise 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 ongoing 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 percent to a maximum of 83 percent, 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. For Centrally Assessed Property and personal property excluding mobile homes, the Full Cash Value is used to determine the Taxable Net Assessed Value which is then used to levy both Primary and Secondary Property Taxes.

Functional Area - Grouping of departments with similar programs and services. Groupings used by Pima County are: Community Resources, General Government Services, Health Services, Justice & Law, 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 for 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 ideally 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 - The organizational entity comprised of the departments of Assessor, Board of Supervisors, Clerk of the Board, Communications Office, County Administrator, Elections, Facilities Management, Finance and Risk 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), 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.

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 - An internal service fund started on 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 a 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 Behavioral Health, Environmental Quality, Health, Office of Emergency Management and Homeland Security, and Wireless Integrated Network.

HELP - Highway Extension/Expansion Loan Program - A financing mechanism established by the state of Arizona under the provisions of the National Highway System Designation Act of 1995. Pima County uses this program to seek funding to expedite projects that would otherwise be delayed until federal grant money becomes available or the County has the capability to pay-as-you-go.

HIDTA - High Intensity Drug Trafficking Area - Investigation and enforcement efforts involving complex drug related activities in high drug trafficking areas. The HIDTA program is supported by 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, along with shared 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, Justice Court Ajo, Justice Court Green Valley, Justice Courts Tucson, Juvenile Court, Public Defense Services, 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 Regional 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 Taxable Property Value for Locally Assessed real property and mobile homes. If there has not been a change in use or substantial modification to the property, it is the lesser of: (1) the previous year's Limited Property Value increased by 5% or (2) the Full Cash Value of the property. 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.

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.

Locally Assessed Property - Real and Personal Property such as homes, apartments, and businesses that is valued by local county assessors.

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 Net Fund Impact (NFI), as applied to other funds.

NAV - Net Assessed Value - The assessed value of property, 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.

Object Code - A string of numeric characters used to identify location and description of an expenditure type 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 Taxes that may be collected from primary residence 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.

PCEOC - Pima County Emergency Operations Center - The primary hub for County incident management, operational coordination and situational awareness in county-wide disasters or emergencies. The PCEOC can maintain a sustained 24/7 interagency coordination operation fusing public safety, incident intelligence, emergency response, public health/medical support, mass care support and private sector reporting.

PCN - Position Control Number - A unique identifier used by the ADP Payroll and the Planning and Budgeting 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. The program expired as of January 5, 2014.

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.

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.

Primary Property Tax - All ad valorem taxes except for secondary property taxes. It is determined by dividing the Taxable 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, and community college district 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 levied in a given year exceeds 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 may 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 IX, 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 jurisdictions had built up since 1980. 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 117 (Arizona Property Tax Assessed Valuation Amendment, 2012 General Election) - A state initiative passed in November 2012 that amended Article IX Section 18 of the Arizona Constitution to provide that the Limited Property Value of all Locally Assessed Property cannot increase by more than 5% per year. Moreover, the Limited Property Value will serve as the Taxable Property Value for both Primary and Secondary taxes. The change will not affect most Centrally Assessed Property taxpayers.

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 2016/17, 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, Office of Sustainability and Conservation, Project Management Office, Public Works Administration, Real Property Services, Regional Flood Control District, Regional Wastewater Reclamation District, and Transportation.

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.

Revenue Source Code - A string of numeric characters used to identify location and content of a revenue source account.

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 undocumented immigrants.

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 District 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.

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, the Tire Fund, 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 2015/16, 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. Per legislation passed in 2015, the State funds up to \$1 million of this additional state aid each year and the Property Tax Oversight Commission (PTOC) decides which jurisdictions within Pima County pay any amount of additional state aid in excess of the State's \$1 million contribution.

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.

Sun Corridor, Inc. (formerly known as TREO) - Formed in 2005 to serve as the lead economic development agency for the greater Tucson area, Sun Corridor, Inc. 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 across Southern Arizona and into Mexico.

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.

Taxable Net Assessed Value - Determined by multiplying the Taxable Property Value by the Assessment Ratio for the property and subtracting the amount of any applicable property exemptions. The Taxable Net Assessed Value is used to determine both the Primary and Secondary Property Taxes levied on a given property

Taxable Property Value - The basis for establishing both Primary and Secondary Taxes on a property. According to Proposition 117 which became effective in Tax Year 2015, the taxable value for Locally Assessed Property is the Limited Property Value. Centrally Assessed Property and all personal property except for mobile homes are exempted from this rule and use the Full Cash Value of the property as the Taxable Property Value.

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 - See Sun Corridor, Inc.

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 - See Banner University Medical Center South

Vacancy Savings - A savings realized when budgeted positions are left vacant for all or part of a fiscal year. This reduction to the personnel 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.)

WERF - Water Environment Research Foundation – An independent scientific research organization dedicated to wastewater and storm water issues. WERF funds water quality research and awards funding through a competitive process.

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 2016/2017

Department / Bureau

Assessor

Assessor

Attractions & Tourism

A&T Leased Property
A&T Outside Agency
A&T Special Revenue

Behavioral Health

Behavioral Health
Behavioral Health Grants

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 Address Confidentiality Fee
Clerk of the Superior Court Child Support Incentive
Clerk of the Superior Court Document Storage & Retrieval
Clerk of the Superior Court FARE Fund
Clerk of the Superior Court Judicial Collection Enhancement
Clerk of the Superior Court Local Court Automation Fund
Clerk of the Superior Court Spousal Maintenance Enforcement
Clerk of the Superior Court Time Pay Fees
Clerk of the Superior Court Victim Location Fund

Communications Office

Communications Office
Graphic Services and Print Shop

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
Pima Vocational High School
Employment & Training Grants

DEPARTMENT LISTING FOR FISCAL YEAR 2016/2017

Department / Bureau

Constables

Constables

County Administrator

County Administrator

County Administrator Grants

County Attorney

County Attorney

County Attorney Bad Check Program

County Attorney CJEF Reinventing Justice

County Attorney Consumer Protection

County Attorney Deferred Prosecution

County Attorney DTAP Contribution

County Attorney Employer Sanctions

County Attorney Fill the Gap

County Attorney Law Enforcement Antiracketeering

County Attorney Victim Restitution

County Attorney Victim Witness Comp

County Attorney Grants

County Free Library

County Free Library

County Free Library Grants

Development Services

Development Services

Elections

Elections

Environmental Quality

Environmental Quality

Solid Waste Management

Tire Fund

Environmental Quality Grants

Facilities Management

Facilities Management

Facilities Management Facilities Renewal

Parking Garages

Facilities Management Grants

Finance & Risk Management

Finance

Improvement District Formation Fund

Risk Management

Finance Grants

DEPARTMENT LISTING FOR FISCAL YEAR 2016/2017

Department / Bureau

Fleet Services

Fleet Services

Forensic Science Center

Forensic Science Center

Forensic Science Center Special Revenue

General Government Services Administration

General Government Services Administration

Health

Health

Health Pima Animal Care Center

Health Grants

Human Resources

Human Resources

Health Benefits

Information Technology

Information Technology

Computer Hardware Software

Telecommunications

Radio System - Fixed Network Support

Justice Court Ajo

Justice Court Ajo

Justice Court Ajo Automation Fund

Justice Court Ajo Fare Special Revenue

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 Photo Traffic Enforcement

Justice Court Green Valley SB 1398

Justice Court Green Valley Time Pay Fees

Justice Court Tucson

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 Photo Traffic Enforcement

DEPARTMENT LISTING FOR FISCAL YEAR 2016/2017

Department / Bureau

Justice Court Tucson Time Pay Fees
Justice Court Tucson Grants

Juvenile Court

Juvenile Court
Juvenile Court Probation Services
Juvenile Court State Funds
Juvenile Court Title IV-E
Juvenile Court Victim Restitution
Juvenile Court Grants

Kino Sports Complex

Kino Sports Complex

Natural Resources, Parks & Recreation

Natural Resources Parks and Recreation
Natural Resources Parks and Recreation Special Programs
Parks & Recreation Grants

Non Departmental

Contingency
Debt Service
General Government Revenues
Mandated Payments
Non Departmental

Office of Emergency Management & Homeland Security

Office of Emergency Management & Homeland Security
Office of Emergency Management & Homeland Security Grants
OEM Radio System Fund

Office of Sustainability and Conservation

Office of Sustainability and Conservation
Office of Sustainability and Conservation Grants

Procurement

Procurement

Project Management Office

Project Management

Public Defense Services

Public Defense Services Administration
Public Defense Services Contract Attorneys
Public Defense Services Legal Defender
Public Defense Services Legal Defender Training Fund
Public Defense Services Mental Health Defense
Public Defense Services Office of Children's Counsel

DEPARTMENT LISTING FOR FISCAL YEAR 2016/2017

Department / Bureau

Public Defense Services Public Defender
Public Defense Services Public Defender Fill the Gap
Public Defense Services Public Defender Training Fund
Public Defense Services Public Fiduciary

Public Works Administration

Public Works Administration

Real Property Services

Real Property Services

Recorder

Recorder
Recorder Document Storage & Retrieval Fund
Voter Registration

Regional Flood Control District

Canoa Ranch In-Lieu Fee
Regional Flood Control District
Regional Flood Control District Grants

Regional Wastewater Reclamation

Regional Wastewater Reclamation
Regional Wastewater Reclamation Debt Service
Regional Wastewater Reclamation Grants

School Superintendent

School Superintendent
School Reserve Fund

Sheriff

Sheriff
Sheriff AZ Traffic Violation Fund
Sheriff Commissary Operations
Sheriff Criminal Justice Enhancement
Sheriff Federal RICO Fund
Sheriff Inmate Welfare Fund
Sheriff Law Enforcement Enhancement
Sheriff State Rico Fund
Sheriff Grants

Stadium District

Stadium District

Superior Court

Superior Court
Superior Court AOC Appropriated Funds
Superior Court Child Support Visitation
Superior Court Conciliation
Superior Court County Law Library
Superior Court Fill the Gap

DEPARTMENT LISTING FOR FISCAL YEAR 2016/2017

Department / Bureau

Superior Court Local Court Automation Fund
Superior Court Mandated Services
Superior Court Probate
Superior Court Probation Services
Superior Court Grants

Transportation

Transportation
Transportation Grants

Treasurer

Treasurer
Taxpayer Information Fund

Wireless Integrated Network

Wireless Integrated Network



**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 Statutes of Arizona governing the financial responsibilities of counties:

1. The Board of Supervisors must annually adopt a balanced budget for the operation of Pima County government.
2. Within that annual budget the Board has the authority and responsibility to determine the individual budgets of all elected and appointed County officers.
3. Elected and appointed officers of the County may not expend public monies in excess of those appropriated by the Board.
4. Elected and appointed officers of the County may not expend public monies for a purpose not included in the annual budget adopted by the Board or expend public monies in excess of the amount specified for each purpose in the budget.
5. In order to perform their financial duties the Board may examine and scrutinize all accounts and financial transactions of County officers having the care, management, collection or disbursement of public monies.
6. The Board of Supervisors acting in its legislative capacity has exclusive authority to annually levy such tax on the property of the County as is necessary to fund the expenses of County government at a level the Board determines to be appropriate.

POLICY

A. 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

Subject: Budget Accountability	Policy Number	Page
	D 22.2	2 of 2

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:

Performance Audits of County Departments

Policy Number

D 22.3

Page

1 of 3

Purpose

To establish a countywide policy for the use of performance audits to facilitate and enhance the effectiveness and efficiency of County departments and programs.

Background

Pursuant to law the Board of Supervisors must each year adopt a balanced budget for the operation of Pima County government that appropriates sufficient funding to "pay as you go". Correspondingly, elected and appointed officials and managers of the County cannot, pursuant to law, expend monies in excess of the amount appropriated by the Board. Notwithstanding this requirement, each fiscal year numerous County offices, departments and programs have historically overspent their budget or under realized budgeted revenues thereby creating substantial fiscal uncertainty and an inability for the Board to adequately meet its responsibility to plan for the budgetary needs of the County.

To constructively address this problem performance audits will be utilized pursuant to this policy to professionally and independently evaluate how funding is being used and managed to achieve program results and to recommend appropriate improvements to facilitate increased efficiency and effectiveness.

Policy

A. Definitions

In this policy, unless the context otherwise requires:

1. "Audit objectives" means the specific issues to be addressed and results to be achieved by an audit.
2. "Audit scope" means the programs, activities and functions to be included in an audit
3. "Economy and Efficiency Audit" means an audit that determines:
 - (a) Whether the department is acquiring, protecting and using its resources economically and efficiently,
 - (b) The causes of identified inefficiencies or uneconomical practices, and
 - (c) Whether the department has complied with applicable laws, regulations and policies relating to economy and efficiency.
4. "Management controls" means the plan of organization, methodology and procedures adopted by management to measure and report performance and ensure that operational and departmental goals are met.
5. "Net Fund Impact" or "NFI" means the calculation that quantifies the difference between revenues and expenditures for a department.

- 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.

Subject:

Performance Audits of County Departments

Policy Number

Page

D 22.3

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Each department subject to a performance audit, including all of its personnel, shall fully cooperate and assist the auditors and make all records, documents and information not confidential by law available for use by the auditors.

E. Audit Report

Upon completion of the audit an Audit Report shall be transmitted to each member of the Board of Supervisors, the County Administrator and the official or director of the audited department that includes at least the following:

1. Audit scope, objectives and methodology.
2. Significant findings and conclusions developed in response to each audit objective.
3. Recommendations for actions to correct deficiencies and improve operations.
4. All instances of significant noncompliance.
5. The comments of the department official or director concerning the auditor's findings, conclusions and recommendations including plans to correct deficiencies.
6. Noteworthy accomplishments of the department.
7. The nature of any material information omitted from the report and the reason for its nondisclosure.

OCT 26 1999



**PIMA COUNTY, ARIZONA
BOARD OF SUPERVISORS POLICY**

Subject: Tax Reduction and Debt Retirement Fund	Policy Number	Page
	D 22.4	1 of 1

Purpose

The purpose of this policy is to establish a Pima County Tax Reduction and Debt Retirement Fund to be used to reduce cash flow borrowing as well as reduce or offset property tax rate increases that would otherwise be required to retire long term deficits within the County or fund other one-time expenditures necessary to provide for the health, safety or welfare of County residents.

Policy

There is established a Pima County Tax Reduction and Debt Retirement Fund. The Fund consists of unrestricted monies specifically budgeted or transferred to the Fund by the Board of Supervisors.

Monies to be considered by the Board for potential budgeting or transfer to the Fund shall include:

1. Unanticipated reimbursements for previously provided services.
2. Unbudgeted revenues from newly implemented fee schedules.
3. Unbudgeted revenue sharing or cost savings resulting from actions of the state or federal government.
4. Proceeds from the sale of County assets.
5. Unbudgeted monetary judgments in favor of the County.

The minimum target balance for the Fund is five million dollars and may be increased by recommendation of the County Administrator and approval by the Board.

The Fund shall be used by the Board of Supervisors in adopting the annual operating budget for the County to reduce the amount of countywide taxes that would otherwise be necessary to be levied.

Expenditures and uses of the Fund may include:

1. Fiscal stabilization by supplementing revenues during economic downturns. Such use shall include a plan to implement appropriate budgetary and financial management changes to accommodate the new, constrained economic environment.
2. Retiring outstanding long and/or short term debt.
3. Reduction of cash flow borrowing.
4. Funding of one-time capital purchases with cash to avoid incurring debt, as long as sufficient reserves remain to ensure financial stability.
5. Funding of outstanding but otherwise unfunded liabilities of the County including liabilities associated with major County assets.

The County Administrator shall include within the annual Recommended Budget recommendations consistent with this policy for allocations to and expenditures from the Fund. During a Fiscal Year the County Administrator may recommend to the Board that monies identified by this policy be transferred into the Fund.

OCT 26 1999



PIMA COUNTY, ARIZONA BOARD OF SUPERVISORS POLICY

Subject: Periodic Review of Departmental Base Budgets	Policy Number	Page
	D 22.5	1 of 1

Purpose

To provide for a periodic, comprehensive review of the base budgets of all County departments; to thoroughly reevaluate the expenditures and revenues attributable to each program within a department; and to determine optimal levels of funding that coincide with workload, projected revenues, operational management controls and policy priorities.

Background

Pima County uses a system of target base budgeting to develop and recommend to the Board of Supervisors an annual operating budget. Under this system a department's budgeted expenditures and revenues are adjusted from year-to-year only to the extent that readily identifiable changes to laws or factual circumstances directly impact expenditures or revenues or to implement specific actions of the Board. The cumulative effect of target base budgeting is that ongoing programs within departments are never subject to a comprehensive, systematic reevaluation that examines whether expenditures and revenues originally assigned within the base continue to be justified within the context of changing service demands and overall County policies and priorities. This policy addresses this deficiency by providing for such reevaluation for all departments on a periodic basis.

Policy

- A. **Utilization of Zero-Base Budgeting** - Beginning with fiscal year 2000/2001, every department in Pima County shall develop an annual operating budget at least once during each subsequent four year period using zero-base budgeting methodology as described in subsection B of this policy. The County Administrator shall, prior to December 1, forward to the Board of Supervisors for approval a list of departments recommended for zero-base budget development for the next fiscal year. For fiscal year 2000/2001 the County Administrator's recommended list shall emphasize departments that exceeded budgeted net fund impact in fiscal year 1998/1999.
- B. **Zero-Base Budgeting Methodology** - The County Administrator shall develop, adopt and implement administrative procedures for zero-base budget development that accomplish the following policy objectives:
 1. Requires a department and all of its programs to build a budget from zero to a level based upon actual services performed.
 2. Compares the projected cost of services provided by each program with costs incurred by other public providers of that service.
 3. Requires departments to prioritize and justify the continued existence of each of their programs.
 4. Provides the Board of Supervisors with additional relevant information to facilitate a decision as to whether each program within a department should be continued, discontinued or continued at an increased or decreased level of funding and service delivery. This information should include a description of the projected impacts of incremental reductions to funding received by each program in the previous fiscal year.
 5. Requires departments to submit separate zero-base budget requests for new or expanded services.

OCT 26 1999



PIMA COUNTY, ARIZONA BOARD OF SUPERVISORS POLICY

Subject: Policy for Administering Grants	Policy Number	Page
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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

Subject: Policy for Administering Grants	Policy Number	Page
	D 22.6	2 of 2

- 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. The maximum amount of credit varies periodically from \$30,000,000 to \$50,000,000, and as of June 30, 2016, \$30,000,000 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, 2016 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 eight 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 2015/16, the secondary tax rate was \$0.7000 per \$100 of assessed valuation, and will remain at that level for fiscal year 2016/17.

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 not to exceed 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.

A special bond election was held on November 4, 2014 approving additional general obligation bonds in the amount of \$22,000,000. Per Pima County Board of Supervisors Ordinance No. 2014-42 (*Bond Implementation Plan*, as amended), the term of the general obligation bond debt is to not to exceed 30 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, \$0.7000 per \$100 of assessed valuation, throughout this term.

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 specify the purpose for which the proceeds will be used. Board of Supervisors Resolution 1991-138 directs Regional Wastewater Reclamation to maintain a “bond coverage ratio” which is calculated as the product of total revenue minus operational expenses and divided by debt service costs. This resolution mandates that the “bond coverage ratio” must be at least 1.20. Through this resolution, the County establishes and maintains rates, fees and charges for service supplied by the wastewater system fully sufficient at all times to pay the reasonable operation and maintenance costs of the system, as well as 1.20 times debt service costs. Per Pima County Board of Supervisors Ordinance No. 1997-35, the schedule of bond sales on \$105 million of voter approved debt was premised on annual increases in Regional Wastewater Reclamation user fees of approximately five percent and increases in connection fees of approximately 12 percent. Fee increases under this ordinance were as follows:

	<u>User Fees</u>	<u>Connection Fees</u>
Fiscal Year 1999/00	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. 2007-39, user fees increased six percent on July 1, 2007.

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 12.75 percent on March 20, 2009, 12.75 percent on July 1, 2009, and increased 12.75 percent on January 1, 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. A proposed connection fee increase of 3 percent for fiscal year 2015/16 and a proposed 4 percent sewer user fee increase per year for fiscal year 2015/16 through fiscal year 2017/18 were denied by the Board of Supervisors August 17, 2015.

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 2016/17 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 Public Services Building, construction of the Fleet Services Building, 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 Fleet Services, General Fund, Regional Wastewater Reclamation, 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 \$45,000,000 in Sewer Revenue Obligations for required improvements to the County's wastewater reclamation system in fiscal year 2016/17.

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 implemented by other agencies.

3.06.090 Design, construction, and equipping of county bond projects by other agencies.

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. 2015-26 § 1 (part), 2015; 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 A.R.S. § 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 A.R.S. § 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 3.06.070. 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, and whether the project is phased and if so which phases are being funded.
 - b. The purpose and specific benefits to be achieved by construction of the project.
 - c. A project schedule by major task (i.e. land acquisition, planning/design, construction) as well as the implementation periods projected for starting and completing the project. Implementation periods are blocks of two fiscal years each.
 - d. The agency responsible for future operations and maintenance of the facility, and the estimated future operating and maintenance costs and source of funding for those costs if the implementing agency is a governmental entity.
 - e. The agency responsible for managing project design and construction.
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.
 - b. The desirable location of the property by section, township, and range, assessor parcel number, or reference to a map that is readily accessible to the public.
 - 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 total estimated amount and 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. 2015-26 § 1 (part), 2015; 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. 2015-26 § 1 (part), 2015; 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 bond advisory committee shall have a total of twenty-five members, appointed as follows:
 - 1. Fifteen members, three appointed by each member of the board of supervisors;
 - 2. Five members, one appointed by each of the incorporated cities and towns within the county (if additional cities or towns are incorporated, the number of committee members will be increased as necessary to permit each incorporated city or town to have a representative);
 - 3. Two members, one appointed by the Tohono O'odham Nation and one appointed by the Pascua Yaqui Tribe; and
 - 4. Three members appointed by the county administrator.
- 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.

- G. The committee shall make recommendations to the board of supervisors about the amount of bond funding and projects to be included in bond implementation plans for future bond elections.

(Ord. 2015-26 § 1 (part), 2015; 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.

5. Make recommendations to the Pima County bond advisory committee on the amount of bond funding and the location of open space property to include in bond implementation plans for future bond elections.
- E. The commission will meet as often as it deems necessary but in any event no less frequently than semi-annually.
- 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. 2015-26 § 1 (part), 2015; 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. 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. 2015-26 § 1 (part), 2015; 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; for projects with other revenues estimated at zero, a substantial modification shall be defined as an increase in "other" (non-bond) revenues of one hundred thousand dollars 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. If some but not all proposed bond questions are approved at the special election, the board of supervisors will make any changes to the projects for the approved questions that are necessary because of the failure of another question, and these will be considered "substantial modifications."
- 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 a 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. 2015-26 § 1 (part), 2015; 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 implemented by other agencies.

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, or by a nonprofit community partner (each an “agency”), 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. 2015-26 § 1 (part), 2015; 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 agencies.

- 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 agency using county general obligation bonds to fund a project in whole or part shall be funded by the county only pursuant to a binding contract or intergovernmental agreement executed between Pima County and the implementing agency. Each such project shall be authorized and implemented with a separate agreement. Neither this code, nor the inclusion of a project in the bond implementation plan gives an agency any contractual rights with respect to a project until a binding agreement is duly approved and executed. The agreement shall authorize the implementing agency to design, construct, or equip the project, subject to compliance with the terms and mutual responsibilities of the parties agreed upon in the agreement. Each agency with an interest in one or more projects in the bond implementation plan is expected to designate an individual to liaison with the county with respect to bond program implementation to facilitate the development of project-specific agreements and other aspects of overall program implementation.
- 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 agreement shall include, but not be limited to, provisions establishing the following:
 1. That the implementing agency shall operate and maintain the improvements constructed by county bond funds for a period of not less than twenty-five years.

2. That the implementing agency shall sufficiently fund operations and maintenance of the facility, and identify the estimated amount and source of funding for operations and maintenance of the facility.
3. That the implementing agency and the county will conduct regular performance audits to determine if facilities built, operated and maintained by the implementing agency are being maintained in good working order and are being used for the appropriate purposes; and that the county may suspend the allocation of county bond funding for other not-yet-built projects if the performance audit results in a finding of unsatisfactory and facilities are not returned to good working order within one hundred twenty days.
4. That the implementing agency shall not charge a fee for the use of the constructed improvement that is more than a fee charged by the county for a similar purpose.
5. That the implementing agency agrees to insure the improvements constructed with county bond funds and will replace same them if they are damaged or destroyed.
6. That the implementing agency agrees to make the improvements available to all residents of Pima County without restriction or preference to jurisdiction of residence.
7. That the implementing agency 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.
8. That the county will only transfer county general obligation bond proceeds to the implementing agency upon request from the implementing agency, with full documentation.
9. That the implementing agency agrees to a provision requiring compliance with federal arbitration regulations.
10. That the implementing agency, 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.
11. The maximum amount of county bond funds allocated to the specific project, and what entity will own improvements as they are constructed.
12. That the implementing agency will pay for any and all project costs in excess of the allocated county bond fund.

(Ord. 2015-26 § 1 (part), 2015; 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
2017	\$ 41,445,000	\$ 13,443,738	\$ 54,888,738
2018	44,060,000	11,240,087	55,300,087
2019	44,070,000	9,807,436	53,877,436
2020	44,075,000	8,480,036	52,555,036
2021	41,485,000	7,177,711	48,662,711
2022	41,350,000	5,670,386	47,020,386
2023	31,810,000	4,030,574	35,840,574
2024	22,215,000	2,834,074	25,049,074
2025	16,130,000	2,023,274	18,153,274
2026	15,660,000	1,425,074	17,085,074
2027	11,910,000	828,511	12,738,511
2028	7,405,000	419,061	7,824,061
2029	2,485,000	151,342	2,636,342
2030	1,500,000	80,092	1,580,092
2031	1,381,000	38,392	1,419,392
TOTALS	\$366,981,000	\$67,649,788	\$434,630,788

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, 2017 is as follows:

15% Limitation	
Full Cash Net Assessed Valuation	8,262,664,502
Debt Limit	1,239,399,675
General Obligation Bonds Outstanding	(366,981,000)
Assets Available for Principal	4,953,206
Debt Applicable to Limit	(362,027,794)
Legal Debt Margin	<u>877,371,881</u>

Legal Debt Margin Percentage:

General Obligation Bonds Outstanding	\$ 366,981,000	= 4.44%
Secondary Net Assessed Valuation	\$ 8,262,664,502	

LONG TERM DEBT

Transportation Bonds

Payment Source

Payments for principal and interest on transportation bonds are made from Highway User Revenue Funds.

Debt Service Requirements

The debt service requirements on transportation bonds are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2017	\$ 14,585,000	\$ 4,395,869	\$ 18,980,869
2018	15,105,000	3,482,206	18,587,206
2019	14,000,000	2,828,756	16,828,756
2020	14,405,000	2,239,906	16,644,906
2021	9,545,000	1,569,906	11,114,906
2022	10,080,000	1,117,856	11,197,856
2023	5,525,000	626,856	6,151,856
2024	5,680,000	476,906	6,156,906
2025	2,785,000	329,831	3,114,831
2026	2,885,000	231,681	3,116,681
2027	2,970,000	141,719	3,111,719
2028	1,455,000	49,109	1,504,109
TOTALS	\$99,020,000	\$17,490,601	\$116,510,601

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 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	\$50,459,963	\$17,592,058
Series 2014	\$47,448,777	\$18,902,107
Series 2015	\$49,211,480	\$18,742,155
Series 2016	\$56,005,745	\$18,699,655

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
2017	\$ 2,650,000	\$ 205,500	\$ 2,855,500
2018	2,785,000	69,625	2,854,625
TOTALS	\$5,435,000	\$275,125	\$5,710,125

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, 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 2016/2017 are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2017	\$ 31,804,117	\$ 6,904,457	\$ 38,708,574
2018	32,820,000	5,547,836	38,367,836
2019	27,180,000	4,049,151	31,229,151
2020	9,685,000	3,113,626	12,798,626
2021	9,390,000	2,663,493	12,053,493
2022	9,995,000	2,203,313	12,198,313
2023	7,370,000	1,791,772	9,161,772
2024	4,805,000	1,508,317	6,313,317
2025	5,030,000	1,281,981	6,311,981
2026	5,270,000	1,042,887	6,312,887
2027	5,520,000	790,524	6,310,524
2028	5,785,000	524,196	6,309,196
2029	6,060,000	243,438	6,303,438
2030	1,230,000	75,541	1,305,541
2031	1,280,000	25,824	1,305,824
TOTALS	\$163,224,117	\$31,766,356	\$ 194,990,473

Summary of Debt Service Fund Expenditures

Long Term Debt:	
General Obligation Bonds (GOB)	\$54,888,738
Transportation Revenue Bonds	18,980,869
Stadium District Debt	2,855,500
Certificates of Participation	<u>38,708,574</u>
Total Long Term Debt	\$115,433,681
Fiscal and Other Charges	21,720
Total Budgeted Debt Service Expenditures	<u><u>\$115,455,401</u></u>

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
2017	\$ 1,678,921	\$ 455,165	\$ 2,134,086
2018	1,730,004	404,082	2,134,086
2019	1,782,668	351,417	2,134,085
2020	1,836,962	297,124	2,134,086
2021	1,892,937	241,148	2,134,085
2022	1,950,646	183,439	2,134,085
2023	2,010,143	123,943	2,134,086
2024	2,052,065	62,602	2,114,667
TOTALS	\$14,934,346	\$2,118,920	\$17,053,266

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
2017	\$ 11,250,000	\$ 1,277,463	\$ 12,527,463
2018	9,285,000	809,738	10,094,738
2019	9,755,000	441,650	10,196,650
2020	1,465,000	54,938	1,519,938
TOTALS	\$31,755,000	\$2,583,789	\$34,338,789

Legal Debt Margin

There is no legal debt margin for sewer revenue bonds.

Note: This schedule reflects refunding/refinance in July 2016.

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
2017	\$ 36,170,000	\$ 24,567,796	\$ 60,737,796
2018	39,890,000	23,121,350	63,011,350
2019	41,835,000	21,198,475	63,033,475
2020	51,740,000	19,109,850	70,849,850
2021	54,695,000	16,588,250	71,283,250
2022	56,855,000	13,933,500	70,788,500
2023	59,740,000	11,170,750	70,910,750
2024	53,105,000	8,183,750	61,288,750
2025	54,040,000	5,528,500	59,568,500
2026	35,655,000	2,826,500	38,481,500
2027	16,220,000	1,043,750	17,263,750
2028	4,655,000	232,750	4,887,750
TOTALS	\$504,600,000	\$ 147,505,221	\$652,105,221

Legal Debt Margin

There is no legal debt margin for sewer revenue bonds.

Note: This schedule reflects refunding/refinance in July 2016.

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 property tax* supports the General Fund, which finances the continuing maintenance and operation of the County. The *secondary property tax* is used to pay debt service for capital expenditures, special County taxing districts, and some “budget override” amounts approved by voters. Beginning in 2015, *primary* and *secondary property taxes* are both based on the *taxable net assessed value* of the property. For locally assessed real property and mobile homes, the *taxable net assessed value* is based on the property’s *limited value*. For centrally assessed real property and personal property excluding mobile homes, the *taxable net assessed value* is based on the property’s *full cash value*. The *taxable net assessed value* is set by multiplying the applicable *limited value* or *full cash value* of the property by an *assessment ratio* based on the property’s use classification and then subtracting any constitutionally defined *exemptions*.

All property in the County has a *full cash value* and a *limited value*. 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 each year for most real property is an amount 5 percent greater than the previous year’s *limited value*. The *limited value* of a property cannot exceed its *full cash value*, however. For personal property and certain centrally assessed property, such as mines and utilities, the *limited value* is set to the *full cash value*.

The *assessment ratios*³ are defined by the Arizona Legislature. They are assigned to a property in accordance with its use. There are nine basic classes of property, with each class having a different *assessment ratio*. The same *assessment ratio* is applied to the *full cash value* and *limited value* to determine a property’s *taxable assessed value* for *secondary*⁴ and *primary*⁵ property 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 *taxable value* of the property and the person’s income.

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.

For FY 2016/17, the *taxable net assessed value* for the County’s *primary property tax* and *secondary property tax* is 2.58% greater than last year’s *taxable net assessed value*.

Endnotes

¹ See Full Cash Value By Class: 2012-2016.

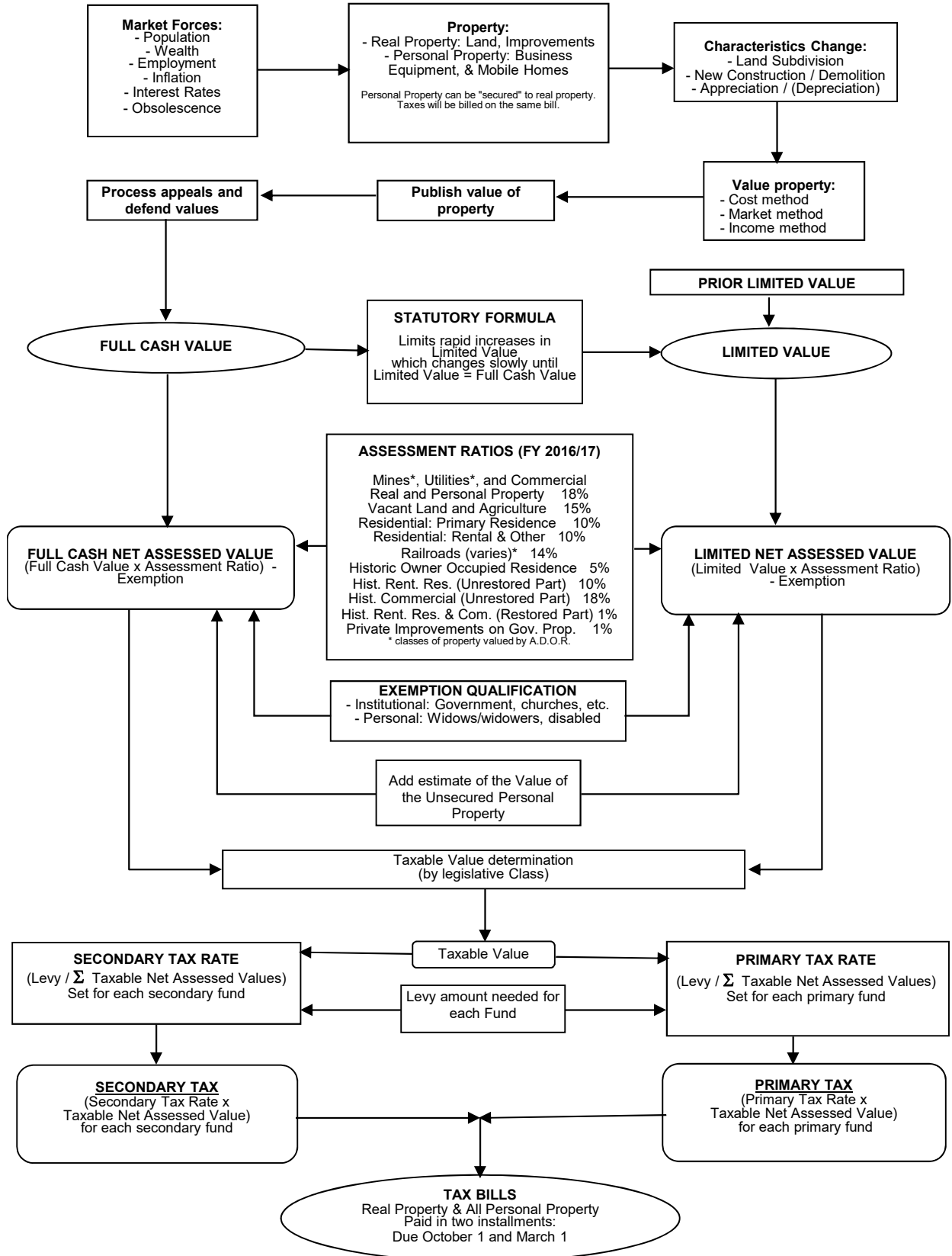
² See Limited Value By Class: 2012-2016.

³ See Assessment Ratios By Class: 2012-2016.

⁴ See Full Cash Net Assessed Value By Class: 2012-2016.

⁵ See Limited Net Assessed Value By Class: 2012-2016.

COMPONENTS OF ARIZONA'S PROPERTY TAX SYSTEM



FULL CASH VALUE BY CLASS FOR TAX YEARS 2012-2016

Legislative Class	2012		2013		2014		2015		2016	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
I. 8 -14. Commercial R.P., Mines & Utilities	12,110,969,552	15.58%	12,345,774,193	16.55%	12,297,487,370	16.31%	12,660,191,638	15.91%	13,272,581,907	15.89%
I. 11, 13. Commercial & Telecommunications P.P.	1,863,832,058	2.40%	1,330,728,734	1.78%	1,380,768,162	1.83%	1,171,908,948	1.47%	1,183,202,956	1.42%
<u>All Class I Property</u>	<u>13,974,801,610</u>	<u>17.98%</u>	<u>13,676,502,927</u>	<u>18.33%</u>	<u>13,678,255,532</u>	<u>18.14%</u>	<u>13,832,100,586</u>	<u>17.38%</u>	<u>14,455,784,863</u>	<u>17.31%</u>
II. R. Vacant Land / Agricultural R.E.	11,645,859,911	14.98%	12,228,776,011	16.40%	12,451,875,029	16.52%	12,557,745,506	15.79%	12,118,459,931	14.51%
II. P. Vacant Land / Agricultural P.P.	69,184,640	0.09%	69,054,943	0.09%	68,077,338	0.09%	50,818,411	0.06%	46,501,917	0.06%
<u>All Class II Property</u>	<u>11,715,044,551</u>	<u>15.07%</u>	<u>12,297,830,954</u>	<u>16.49%</u>	<u>12,519,952,367</u>	<u>16.61%</u>	<u>12,608,563,917</u>	<u>15.85%</u>	<u>12,164,961,848</u>	<u>14.57%</u>
<u>III. Residential, Owner Occupied</u>	<u>40,699,227,418</u>	<u>52.36%</u>	<u>37,227,263,168</u>	<u>49.91%</u>	<u>34,435,159,440</u>	<u>45.68%</u>	<u>36,440,185,060</u>	<u>45.81%</u>	<u>39,202,337,154</u>	<u>46.94%</u>
<u>IV. Residential, Renter Occupied</u>	<u>10,387,279,288</u>	<u>13.36%</u>	<u>10,473,817,244</u>	<u>14.04%</u>	<u>13,920,392,173</u>	<u>18.46%</u>	<u>15,758,097,334</u>	<u>19.81%</u>	<u>16,745,687,857</u>	<u>20.04%</u>
<u>V. Railroads</u>	<u>56,409,827</u>	<u>0.07%</u>	<u>58,865,050</u>	<u>0.08%</u>	<u>67,092,166</u>	<u>0.09%</u>	<u>79,079,597</u>	<u>0.10%</u>	<u>86,079,063</u>	<u>0.10%</u>
<u>VI. Historic Owner Residential, Enterprise & Trade Zones</u>	<u>882,660,907</u>	<u>1.14%</u>	<u>841,059,802</u>	<u>1.13%</u>	<u>754,689,687</u>	<u>1.00%</u>	<u>818,435,613</u>	<u>1.03%</u>	<u>857,872,615</u>	<u>1.03%</u>
<u>VII. Historic Commercial</u>	<u>5,140,936</u>	<u>0.01%</u>	<u>6,225,902</u>	<u>0.01%</u>	<u>6,274,314</u>	<u>0.01%</u>	<u>5,833,656</u>	<u>0.01%</u>	<u>5,639,927</u>	<u>0.01%</u>
<u>VIII. Historic Rental Residential</u>	<u>2,376,277</u>	<u>0.00%</u>	<u>917,924</u>	<u>0.00%</u>	<u>917,924</u>	<u>0.00%</u>	<u>624,225</u>	<u>0.00%</u>	<u>174,896</u>	<u>0.00%</u>
<u>IX. Possessory Interests</u>	<u>8,144,801</u>	<u>0.01%</u>	<u>7,583,778</u>	<u>0.01%</u>	<u>6,421,784</u>	<u>0.01%</u>	<u>7,239,443</u>	<u>0.01%</u>	<u>2,009,617</u>	<u>0.00%</u>
	77,731,085,615		74,590,066,749		75,389,155,387		79,550,159,431		83,520,547,840	
Percent Change From Previous Year	-3.02%		-4.04%		1.07%		5.52%		4.99%	

Sources: Values from Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," January of each year. Abbreviations: R.P. - Real Property, P.P. - Personal Property, R.E. - Real Estate.

LIMITED VALUE BY CLASS FOR TAX YEARS 2012-2016

Legislative Class	2012		2013		2014		2015		2016	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
I. 8-14. Commercial R.P., Mines & Utilities	11,839,619,336	15.56%	12,120,738,012	16.54%	12,099,711,523	16.26%	12,214,811,881	15.97%	12,751,066,532	16.16%
I. 11, 13. Commercial & Telecommunications P.P.	1,847,871,364	2.43%	1,318,886,809	1.80%	1,380,768,162	1.86%	1,171,908,948	1.53%	1,183,202,956	1.50%
<u>All Class I Property</u>	<u>13,687,490,700</u>	<u>17.99%</u>	<u>13,439,624,821</u>	<u>18.34%</u>	<u>13,480,479,685</u>	<u>18.12%</u>	<u>13,386,720,829</u>	<u>17.50%</u>	<u>13,934,269,488</u>	<u>17.66%</u>
II. R. Vacant Land / Agricultural R.E.	10,518,994,198	13.83%	11,282,314,776	15.40%	11,904,855,335	16.00%	12,011,594,671	15.70%	11,650,951,589	14.76%
II. P. Vacant Land / Agricultural P.P.	69,109,593	0.09%	68,923,430	0.10%	68,077,338	0.09%	50,818,411	0.07%	46,501,917	0.06%
<u>All Class II Property</u>	<u>10,588,103,791</u>	<u>13.92%</u>	<u>11,351,238,206</u>	<u>15.50%</u>	<u>11,972,932,673</u>	<u>16.09%</u>	<u>12,062,413,082</u>	<u>15.77%</u>	<u>11,697,453,506</u>	<u>14.82%</u>
<u>III. Residential, Owner Occupied</u>	<u>40,645,916,296</u>	<u>53.42%</u>	<u>37,194,981,439</u>	<u>50.77%</u>	<u>34,349,830,511</u>	<u>46.17%</u>	<u>35,065,865,143</u>	<u>45.84%</u>	<u>36,826,454,428</u>	<u>46.67%</u>
<u>IV. Residential, Renter Occupied</u>	<u>10,278,198,520</u>	<u>13.51%</u>	<u>10,375,983,567</u>	<u>14.16%</u>	<u>13,772,437,519</u>	<u>18.51%</u>	<u>15,088,064,774</u>	<u>19.73%</u>	<u>15,554,980,397</u>	<u>19.71%</u>
<u>V. Railroads</u>	<u>55,461,878</u>	<u>0.07%</u>	<u>58,360,706</u>	<u>0.08%</u>	<u>66,523,685</u>	<u>0.09%</u>	<u>77,714,940</u>	<u>0.10%</u>	<u>80,786,411</u>	<u>0.10%</u>
<u>VI. Historic Owner Residential, Enterprise & Trade Zones</u>	<u>814,953,373</u>	<u>1.07%</u>	<u>827,950,874</u>	<u>1.13%</u>	<u>747,149,376</u>	<u>1.00%</u>	<u>795,653,037</u>	<u>1.04%</u>	<u>809,814,536</u>	<u>1.03%</u>
<u>VII. Historic Commercial</u>	<u>5,114,775</u>	<u>0.01%</u>	<u>6,119,050</u>	<u>0.01%</u>	<u>6,211,538</u>	<u>0.01%</u>	<u>5,819,311</u>	<u>0.01%</u>	<u>5,450,810</u>	<u>0.01%</u>
<u>VIII. Historic Rental Residential</u>	<u>2,335,166</u>	<u>0.00%</u>	<u>860,375</u>	<u>0.00%</u>	<u>894,883</u>	<u>0.00%</u>	<u>492,030</u>	<u>0.00%</u>	<u>131,317</u>	<u>0.00%</u>
IX. Possessory Interests	<u>8,066,392</u>	<u>0.01%</u>	<u>7,583,778</u>	<u>0.01%</u>	<u>6,421,784</u>	<u>0.01%</u>	<u>6,911,273</u>	<u>0.01%</u>	<u>2,004,498</u>	<u>0.00%</u>
	\$76,085,640,891		\$73,262,702,816		\$74,402,881,654		\$76,489,654,419		\$78,911,345,391	
Percent Change From Previous Year	-2.50%		-3.71%		1.56%		2.80%		3.17%	

Sources: Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," January of each year.
 Notes: Values from Pima County Abstracts have been adjusted to the Net Assessed Values appearing in the Assessor's Levy Limit Calculation Worksheets.
 Abbreviations: R.P. - Real Property, P.P. - Personal Property, R.E. - Real Estate.

ASSESSMENT RATIOS BY CLASS FOR TAX YEARS 2012-2016

Legislative Class	2012	2013	2014	2015	2016
I. 1-14 Commercial, Mines, Utilities - Real & Personal Property	20.00%	19.50%	19.00%	18.50%	18.00%
II. Vacant Land/Agricultural - Real & Personal Property	16.00%	16.00%	16.00%	16.00%	15.00%
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	15.00%	15.00%	16.00%	15.00%	14.00%
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 Full Cash Value	12.66%	12.68%	12.58%	12.38%	12.07%
Weighted Average Assessment Ratio for Limited Value	12.58%	12.62%	12.55%	12.39%	12.11%

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.

FULL CASH NET ASSESSED VALUE BY CLASS FOR TAX YEARS 2012-2016

Legislative Class	2012		2013		2014		2015		2016	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
I. 8 -14. Commercial R.P., Mines & Utilities	2,192,874,051	26.84%	2,157,110,730	28.30%	2,080,393,403	27.45%	2,081,422,201	26.33%	2,108,710,171	25.52%
I. 11, 13. Commercial & Telecommunications P.P.	371,034,576	4.54%	256,415,847	3.36%	258,052,514	3.40%	216,452,423	2.74%	212,700,038	2.57%
<u>All Class I Property</u>	<u>2,563,908,627</u>	<u>31.38%</u>	<u>2,413,526,577</u>	<u>31.66%</u>	<u>2,338,445,917</u>	<u>30.85%</u>	<u>2,297,874,624</u>	<u>29.07%</u>	<u>2,321,410,209</u>	<u>28.09%</u>
II. R. Vacant Land / Agricultural R.E.	491,798,258	6.02%	439,909,044	5.77%	413,759,181	5.46%	397,060,760	5.02%	358,267,413	4.34%
II. P. Vacant Land / Agricultural P.P.	3,539,894	0.04%	3,322,740	0.04%	3,427,493	0.05%	2,801,626	0.04%	2,116,920	0.02%
<u>All Class II Property</u>	<u>495,338,152</u>	<u>6.06%</u>	<u>443,231,784</u>	<u>5.81%</u>	<u>417,186,674</u>	<u>5.51%</u>	<u>399,862,386</u>	<u>5.06%</u>	<u>360,384,333</u>	<u>4.36%</u>
<u>III. Residential, Owner Occupied</u>	<u>4,036,698,072</u>	<u>49.40%</u>	<u>3,690,043,699</u>	<u>48.40%</u>	<u>3,409,651,055</u>	<u>44.98%</u>	<u>3,610,703,154</u>	<u>45.67%</u>	<u>3,886,108,879</u>	<u>47.03%</u>
<u>IV. Residential, Renter Occupied</u>	<u>1,015,495,228</u>	<u>12.43%</u>	<u>1,024,062,086</u>	<u>13.43%</u>	<u>1,365,044,133</u>	<u>18.01%</u>	<u>1,544,007,933</u>	<u>19.53%</u>	<u>1,639,046,335</u>	<u>19.84%</u>
<u>V. Railroads</u>	<u>8,461,479</u>	<u>0.10%</u>	<u>8,829,761</u>	<u>0.12%</u>	<u>10,734,741</u>	<u>0.14%</u>	<u>11,861,940</u>	<u>0.15%</u>	<u>12,051,073</u>	<u>0.15%</u>
<u>VI. Historic Owner Residential, Enterprise & Trade Zones</u>	<u>49,963,096</u>	<u>0.61%</u>	<u>42,615,692</u>	<u>0.56%</u>	<u>37,488,217</u>	<u>0.49%</u>	<u>40,675,804</u>	<u>0.51%</u>	<u>42,610,899</u>	<u>0.52%</u>
<u>VII. Historic Commercial</u>	<u>1,028,187</u>	<u>0.01%</u>	<u>1,214,053</u>	<u>0.02%</u>	<u>1,192,120</u>	<u>0.02%</u>	<u>1,079,227</u>	<u>0.01%</u>	<u>1,015,188</u>	<u>0.01%</u>
<u>VIII. Historic Rental Residential</u>	<u>237,629</u>	<u>0.00%</u>	<u>91,792</u>	<u>0.00%</u>	<u>91,792</u>	<u>0.00%</u>	<u>62,423</u>	<u>0.00%</u>	<u>17,490</u>	<u>0.00%</u>
<u>IX. Possessory Interests</u>	<u>81,452</u>	<u>0.00%</u>	<u>75,836</u>	<u>0.00%</u>	<u>64,219</u>	<u>0.00%</u>	<u>62,648</u>	<u>0.00%</u>	<u>20,096</u>	<u>0.00%</u>
	\$8,171,211,922		\$7,623,691,280		\$7,579,898,868		\$7,906,190,139		\$8,262,664,502	
Percent Change From Previous Year	-3.28%		-6.70%		-0.57%		4.30%		4.51%	

Sources: Values from Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," January of each year. Abbreviations: R.P. - Real Property, P.P. - Personal Property, R.E. - Real Estate.

LIMITED NET ASSESSED VALUE FOR TAX YEARS 2012-2016

Legislative Class	2012		2013		2014		2015		2016	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
I. 8-14. Commercial R.P., Mines & Utilities	2,146,426,015	26.58%	2,121,813,049	28.07%	2,050,871,063	27.27%	2,013,722,768	26.43%	2,033,800,884	26.02%
I. 11, 13. Commercial & Telecommunications P.P.	367,884,112	4.56%	254,156,433	3.36%	258,052,514	3.43%	216,452,423	2.84%	212,700,038	2.72%
<u>All Class I Property</u>	<u>2,514,310,127</u>	<u>31.14%</u>	<u>2,375,969,482</u>	<u>31.43%</u>	<u>2,308,923,577</u>	<u>30.70%</u>	<u>2,230,175,191</u>	<u>29.27%</u>	<u>2,246,500,922</u>	<u>28.74%</u>
II. R. Vacant Land / Agricultural R.E.	469,030,209	5.81%	426,659,489	5.64%	404,429,880	5.38%	382,241,360	5.02%	342,981,780	4.39%
II. P. Vacant Land / Agricultural P.P.	3,527,888	0.04%	3,307,677	0.04%	3,427,493	0.05%	2,801,626	0.04%	2,116,920	0.03%
<u>All Class II Property</u>	<u>472,558,097</u>	<u>5.85%</u>	<u>429,967,166</u>	<u>5.68%</u>	<u>407,857,373</u>	<u>5.43%</u>	<u>385,042,986</u>	<u>5.06%</u>	<u>345,098,700</u>	<u>4.42%</u>
<u>III. Residential, Owner Occupied</u>	<u>4,031,369,378</u>	<u>49.93%</u>	<u>3,686,808,223</u>	<u>48.77%</u>	<u>3,401,121,728</u>	<u>45.24%</u>	<u>3,473,421,256</u>	<u>45.58%</u>	<u>3,648,755,938</u>	<u>46.68%</u>
<u>IV. Residential, Renter Occupied</u>	<u>1,005,441,098</u>	<u>12.45%</u>	<u>1,015,072,592</u>	<u>13.43%</u>	<u>1,351,489,802</u>	<u>17.98%</u>	<u>1,479,335,273</u>	<u>19.41%</u>	<u>1,523,808,131</u>	<u>19.49%</u>
<u>V. Railroads</u>	<u>8,319,284</u>	<u>0.10%</u>	<u>8,754,108</u>	<u>0.12%</u>	<u>10,643,789</u>	<u>0.14%</u>	<u>11,657,245</u>	<u>0.15%</u>	<u>11,310,098</u>	<u>0.15%</u>
<u>VI. Historic Owner Residential, Enterprise & Trade Zones</u>	<u>40,602,608</u>	<u>0.50%</u>	<u>41,202,437</u>	<u>0.55%</u>	<u>37,111,820</u>	<u>0.49%</u>	<u>39,540,498</u>	<u>0.52%</u>	<u>40,211,648</u>	<u>0.51%</u>
<u>VII. Historic Commercial</u>	<u>1,022,955</u>	<u>0.01%</u>	<u>1,193,216</u>	<u>0.02%</u>	<u>1,180,192</u>	<u>0.02%</u>	<u>1,076,573</u>	<u>0.01%</u>	<u>981,146</u>	<u>0.01%</u>
<u>VIII. Historic Rental Residential</u>	<u>233,518</u>	<u>0.00%</u>	<u>86,037</u>	<u>0.00%</u>	<u>89,488</u>	<u>0.00%</u>	<u>49,203</u>	<u>0.00%</u>	<u>13,132</u>	<u>0.00%</u>
<u>IX. Possessory Interests</u>	<u>80,669</u>	<u>0.00%</u>	<u>75,836</u>	<u>0.00%</u>	<u>64,219</u>	<u>0.00%</u>	<u>62,648</u>	<u>0.00%</u>	<u>20,045</u>	<u>0.00%</u>
	\$8,073,937,734		\$7,559,129,097		\$7,518,481,988		\$7,620,360,873		\$7,816,699,760	
Percent Change From Previous Year	-2.84%		-6.38%		-0.54%		1.36%		2.58%	

Sources: Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class," January of each year.

Notes: Values from Pima County Abstracts have been adjusted to the Net Assessed Values appearing in the Assessor's Levy Limit Calculation Worksheets.

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⁾		Collected through June 30, 2015 ⁽¹⁾	
				Amount	Percent of Original Levy	Amount	Percent of Adjusted Levy
2005-06	302,127	(291)	301,836	292,019	96.7%	301,775	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	(106)	401,956	384,983	95.8%	401,662	99.9%
2010-11	402,532	(384)	402,148	383,978	95.4%	400,273	99.5%
2011-12	383,709		383,709	369,100	96.2%	382,141	99.6%
2012-13	370,922		370,922	357,556	96.4%	369,628	99.7%
2013-14	368,313		368,313	355,338	96.5%	367,258	99.7%
2014-15	411,484		411,484	397,670	96.6%	397,670	96.6%

Source: Pima County Comprehensive Annual Financial Report, Fiscal Year Ending June 30, 2015, 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⁾
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
2014/15	5.0251	0.3035	0.4353	0.0000	0.5089	1.3344	1.4606	0.2528	0.1400
2015/16	5.1344	0.3135	0.5153	0.0000	0.5054	1.3689	1.5960	0.2528	0.1400
2016/17	5.0364	0.3335	0.5153	0.0000	0.5010	1.3733	1.5982	0.2528	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 Use Fee of \$265.00 in fiscal year 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, \$548.00 in 2013/14, \$615.00 in 2014/15, \$685 in 2015/16, and \$706 in 2016/17. The District also levied an Annual Membership Dues Fee of \$4.34 per lot in fiscal year 2011/12, \$6.24 per lot in 2012/13, \$8.38 per lot in 2013/14, \$9.87 per lot in 2014/15, \$13.21 per lot in 2015/16, and \$16.89 per lot in 2016/17.

**PIMA COUNTY POPULATION
CITIES & TOWNS AND
UNINCORPORATED AREAS: 2000 - 2015**

Year	Incorporated Towns & Cities		Unincorporated Pima County		Total Pima County	
	Population	Annual % Change	Population	Annual % Change	Population	Annual % Change
2000	542,924	--	305,451	--	848,375	--
2001	553,466	1.94%	312,235	2.22%	865,701	2.04%
2002	563,953	1.89%	317,576	1.71%	881,530	1.83%
2003	576,879	2.29%	320,959	1.07%	897,838	1.85%
2004	587,368	1.82%	326,643	1.77%	914,011	1.80%
2005	603,877	2.81%	336,127	2.90%	940,004	2.84%
2006	614,871	1.82%	344,603	2.52%	959,474	2.07%
2007	625,861	1.79%	351,397	1.97%	977,258	1.85%
2008	630,301	0.71%	353,731	0.66%	984,032	0.69%
2009	630,024	-0.04%	354,250	0.15%	984,274	0.02%
2010	627,849	-0.35%	353,319	-0.26%	981,168	-0.32%
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%
2013	637,874	0.69%	358,172	0.36%	996,046	0.57%
2014	645,095	1.13%	362,067	1.09%	1,007,162	1.12%
2015	648,348	0.50%	361,023	-0.29%	1,009,371	0.22%

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 2005 - 2015, 2020, 2030, 2040, and 2050**

Year	Arizona	Pima County		Maricopa County		Other Counties	
	Population	Population	% of State	Population	% of State	Population	% of State
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%
2013	6,581,054	996,046	15.14%	3,944,859	59.94%	1,640,149	24.92%
2014	6,667,241	1,007,162	15.11%	4,008,651	60.12%	1,651,428	24.77%
2015	6,758,251	1,009,371	14.93%	4,076,438	60.32%	1,672,442	24.75%
2020	7,346,800	1,064,400	14.49%	4,480,900	60.99%	1,801,500	24.52%
2030	8,535,900	1,176,400	13.78%	5,280,100	61.86%	2,079,400	24.36%
2040	9,706,800	1,276,700	13.15%	6,031,000	62.13%	2,399,100	24.72%
2050	10,820,900	1,370,500	12.67%	6,698,400	61.90%	2,752,000	25.43%

Note: Population as of July 1 for the year indicated.

Source for July 1, 2005, to July 1, 2015, 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: 2015-2050, Medium Series*, Arizona Department of Administration, Office of Employment and Population Statistics, December 11, 2015.

**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
2006	959,474	433,500	4.1%	1,600	28,000	28,000	246,100	76,300
2007	977,258	441,600	3.7%	1,800	26,600	27,400	252,000	77,900
2008	984,032	446,800	5.8%	1,900	22,900	27,100	249,700	79,800
2009	984,274	441,800	9.1%	1,700	16,700	24,900	238,900	79,100
2010	981,168	434,100	9.3%	1,800	15,100	23,800	234,400	78,200
2011	986,081	427,300	8.5%	1,900	14,500	23,300	237,900	76,800
2012	990,380	429,100	7.4%	2,100	14,400	23,200	242,400	77,700
2013	996,046	427,500	6.8%	2,300	15,400	23,000	245,300	77,200
2014	1,007,162	434,500	6.0%	2,300	14,800	22,500	248,600	77,000
2015	1,009,371	438,400	5.6%	2,300	14,600	22,600	252,400	76,300

Sources: Calendar year employment and unemployment rate information from U.S. Department of Labor, Bureau of Labor Statistics.
Population estimates from Arizona Department of Administration, Office of Employment and Population Statistics.

**PIMA COUNTY GOVERNMENT
ADDRESSES & TELEPHONE NUMBERS**

NOTE: Area Code is 520 for all areas. City, State, & ZIP Code is Tucson, AZ 85701 unless otherwise noted.

County Operator			724-9999
Telecommunications Device for the Hearing Impaired			711
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	
Public Service Center		240 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	240 N. Stone Avenue, 3rd Fl	724-8172
Clerk of the Board	Robin Brigode	130 W. Congress St, 5th Fl	724-8449
Communications Office	Mark B. Evans	130 W. Congress St, 1st Fl	724-3334
County Administrator	C.H. Huckelberry	130 W. Congress St, 10th Fl	724-8751
Elections	Brad R. Nelson	6550 S. Country Club Road Tucson, AZ 85756	724-6830
Facilities Management	Lisa Josker	150 W. Congress St, 3rd Fl	724-3104
Finance & Risk Management	Keith Dommer	130 W Congress St, 6th Fl	724-8496
Fleet Services	Frank Samaniego	1291 S. Mission Road Tucson, AZ 85713	724-5920
General Government Services Administration	Tom Burke	130 W Congress St, 10th Fl	724-3030
Human Resources	Allyn Bulzomi	150 W Congress St, 4th Fl	724-8028
Information Technology	Jesse Rodriguez	33 N. Stone, 14th Fl	724-7580
Procurement	Mary Jo Furphy	130 W Congress St, 3rd Fl	724-8161
Recorder	F. Ann Rodriguez	240 N. Stone Avenue	724-4350
Treasurer	Beth Ford, CPA	240 N. Stone Avenue	724-8341

Community Resources

Attractions & Tourism	Tom Moulton	33 N. Stone Ave, 8th Fl	724-7353
Community & Economic Development Admin	Jan Leshar	150 W. Congress St, 1st Fl	724-8977
Community Development & Neighborhood Conservation	Margaret Kish	2797 E Ajo Way Tucson, AZ 85713	243-6745
Community Services, Employment & Training	Charles Casey	2797 E Ajo Way Tucson, AZ 85713	724-6742
County Free Library	Melinda Cervantes	101 N. Stone Ave, 4th Fl	594-5601
Kino Sports Complex / Stadium District	Maureen Ochoa	2500 E. Ajo Way Tucson, AZ 85713	222-1001
Natural Resources, Parks & Recreation	Chris Cawein	3500 W. River Rd Tucson, AZ 85741	724-5256
School Superintendent	Dr. Linda Arzoumanian	200 N. Stone	724-8451

**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.

Health Services

Behavioral Health	Jan Leshner	130 W. Congress St, 10th Fl	724-8977
Environmental Quality	Ursula Nelson	33 N. Stone Ave, Ste 700	724-7454
Health	Francisco Garcia, MD, MPH	3950 S. Country Club Rd, Ste 100 Tucson, AZ 85714	724-7931
Office of Emergency Mgmt. & Homeland Security	Jeff Guthrie	3434 E. 22nd St, Ste A Tucson, AZ 85713	724-9300
Wireless Integrated Network (PCWIN)	John Voorhees	3434 E. 22nd St, Ste B Tucson, AZ 85713	724-9320

Justice & Law

Clerk of the Superior Court	Toni Hellon	110 W. Congress St, 1st Fl	724-3200
Constables	Vince Roberts, Admin Constable	240 N. Stone Avenue	724-5442
County Attorney	Barbara LaWall	32 N. Stone Ave, 14th Fl	724-5600
Forensic Science Center	Dr. Gregory Hess	2825 E. District St Tucson, AZ 85714	724-8600
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	222-0200
Justice Court Tucson	Presiding Judge Keith Bee	240 N. Stone Avenue	724-3505
Juvenile Court	Presiding Judge Kathleen Quigley	2225 E. Ajo Way Tucson, AZ 85713	724-2068
Public Defense Services	Lori Lefferts	33 N. Stone Ave, Ste 2100	724-6966
Sheriff	Chris Nanos	1750 E. Benson Highway, Tucson, AZ 85714	351-4600
Superior Court	Presiding Judge Kyle Bryson	110 W. Congress Street, 4th Fl	724-4200

Public Works

Capital Projects	Michelle Campagne	130 W. Congress St, 6th Fl	724-8410
Development Services	Carmine Debonis, Jr.	201 N. Stone Ave, 1st Fl	724-6505
Office of Sustainability & Conservation	Linda Mayro	201 N. Stone Ave, 6th Fl	724-6451
Project Management Office	John Bernal	130 W. Congress St, 10th Fl	724-8474
Public Works Admin	John Bernal	130 W. Congress St, 10th Fl	724-8474
Real Property	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
