



# Adopted Budget

Fiscal Year 2022/2023

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**PIMA COUNTY, ARIZONA**

**ADOPTED BUDGET**

**FISCAL YEAR 2022/2023**

**SHARON BRONSON, CHAIR**  
District 3

**REX SCOTT, MEMBER**  
District 1

**DR. MATT HEINZ, MEMBER**  
District 2

**STEVE CHRISTY, MEMBER**  
District 4

**ADELITA GRIJALVA, VICE CHAIR**  
District 5

Submitted by:

**JAN LESHER**  
**COUNTY ADMINISTRATOR**

**Prepared by the Finance and Risk Management Department**

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## PREFACE

The Fiscal Year 2022/23 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 brief overview 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 located in the Supplemental Information section. These memoranda not only serve the purpose of providing background information on the fiscal year 2022/23 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 2022/23.

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 Strategic Planning section provides a general view of the non-financial and strategic planning goals and mission considerations that guide the Pima County budget and 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. The function statements, goals and objectives, performance measures, and financial summaries are presented in the individual department budget sections.

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# MEMORANDUM

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Date: October 26, 2022

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

From: Jan Leshner   
County Administrator

Re: **Fiscal Year 2022/2023 Adopted Budget**

Transmitted herewith is the budget for fiscal year 2022/2023, as adopted by the Board on July 5, 2022. This document provides the detail for the fiscal year 2022/2023 budget, which totals \$1,932,712,979 in expenditures and \$1,650,438,149 in revenues.

Summary information by fund, department, and functional area provides a County-wide overview. Each department's operating budget is presented in a format that provides specific information on their revenues, authorized expenditures, staffing levels, programs, goals, and performance measures. The department information is divided into five broad functional areas (General Government Services, Community Resources, 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 and includes the efforts of elected officials, department representatives, administrative staff throughout the County, and the staff of the Finance and Risk Management Department. All those involved are to be commended for their efforts and contributions.

The fiscal year 2021/2022 budget document received the Distinguished Budget Presentation Award from the Government Finance Officers Association. This is the twenty-fourth consecutive year the County's budget was so recognized.

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Pima County  
Arizona**

For the Fiscal Year Beginning

**July 01, 2021**

*Christopher P. Morill*

Executive Director



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## CAPITAL IMPROVEMENT PROGRAM

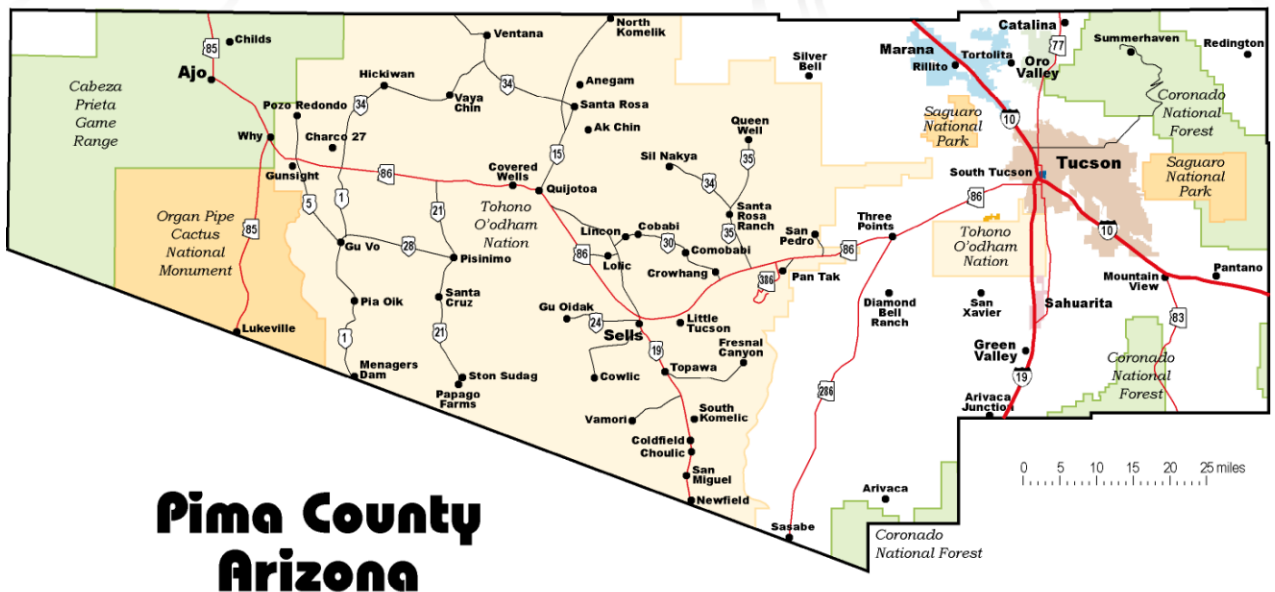
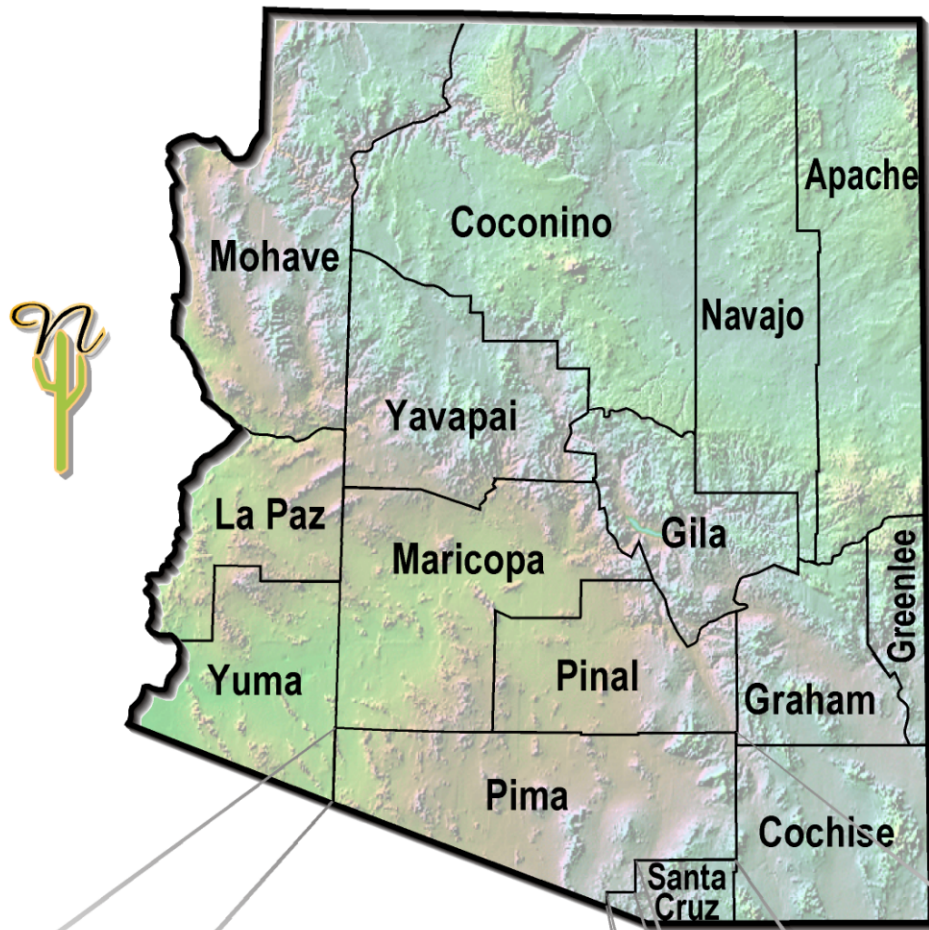
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## Pima County Arizona

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 28.5 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 10.1 percent of the County's total acreage. Foreign trade zones encompass 470 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

	<b>Month with Highest Average</b>	<b>Month with Lowest Average</b>	<b>Annual Average</b>
Daily Max Temperature <sup>1</sup>	June (101.5°)	December (65.7°)	84.1°
Daily Min Temperature <sup>1</sup>	July (76.3°)	December (40.4°)	57.3°
Average Precipitation <sup>1</sup>	July (2.46")	May (0.20")	Total Rainfall 10.75"
Possible Sunshine <sup>2</sup>	June (93%)	July (78%)	85%
Relative Afternoon Humidity <sup>2</sup>	December (34%)	June (13%)	25%
Average Wind Speed <sup>2</sup>	April (7.9 mph)	December (6.3 mph)	7.1 mph

<sup>1</sup> Source: National Oceanic and Atmospheric Administration. Based on 1992- 2021 data for Tucson, Arizona.

<sup>2</sup> 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, with connections to 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. Seven airlines provide air service to Arizona cities and other states for 2.26 million annual passenger departures/arrivals during the twelve month period ending in September 2021. 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 2022 is 4.9 percent of taxable income, with a \$50 minimum tax.

### SALES TAX

Arizona has a general sales tax rate of 5.6 percent. South Tucson has a general sales tax of 5.0 percent, Tucson has a 2.6 percent general sales tax rate, Oro Valley and Marana each have a general sales tax rate of 2.5 percent, and Sahuarita has a 2.0 percent general sales tax rate. 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 .08 percent to 20.93 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.

## DEMOGRAPHIC DATA

County population increased 56 percent between 1990 and 2020. Shown below are historical census population statistics for the County, unincorporated areas of the County, and the state of Arizona.

### POPULATION

	<u>1990</u>	<u>2000</u>	<u>2010</u>	<u>2020</u>
Pima County - Total	666,880	843,746	980,263	1,043,433
Unincorporated Pima County	245,219	305,059	353,264	363,079
Arizona	3,665,228	5,130,632	6,392,017	7,151,502

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

### POPULATION GROWTH RATES

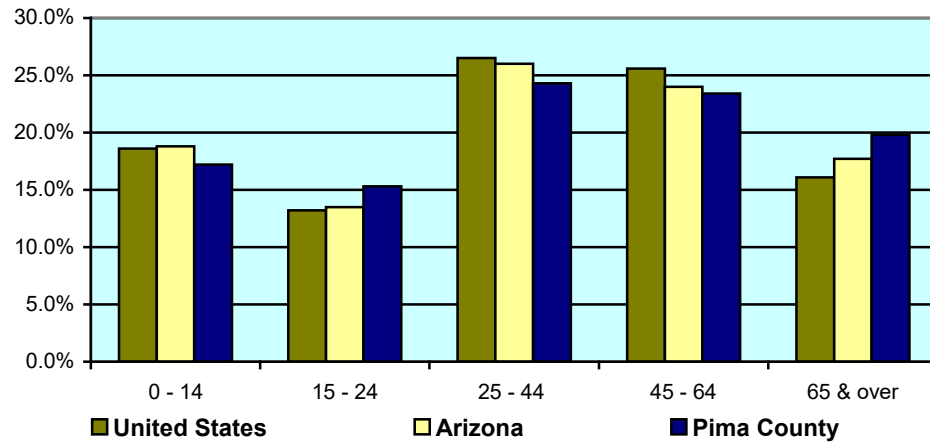
Average Annual Compounded Rate of Change

	<u>1990 - 2000</u>	<u>2000 - 2010</u>	<u>2010 - 2020</u>
Pima County - Total	2.4%	1.5%	0.6%
Unincorporated Pima County	2.2%	1.5%	0.3%
Arizona	3.4%	2.2%	1.1%

Source: Pima County Budget Division.

## AGE DISTRIBUTION

### 2020 American Community Survey



Source: U.S. Census Bureau, 2016-2020 American Community Survey 5-Year Estimates

## POPULATION DIVERSITY

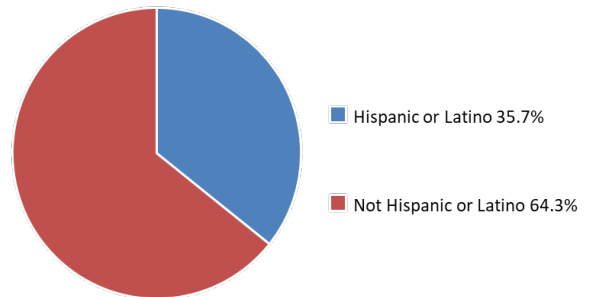
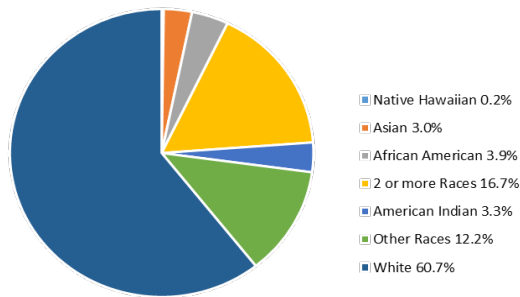
### Racial Mix

(PERCENT OF TOTAL POPULATION, 2020)

### Hispanic/Latino Population

(PERCENT OF TOTAL POPULATION, 2020)

Source: Bureau of the Census, 2020 Census. Source: Bureau of the Census, 2020 Census.



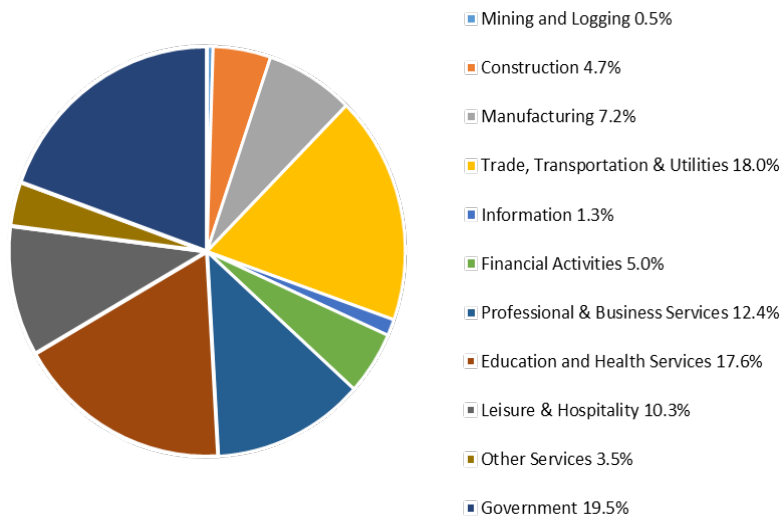
## EMPLOYMENT CHARACTERISTICS

### UNEMPLOYMENT RATES

	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Pima County	5.0%	4.6%	4.4%	4.5%	7.5%	5.0%
Arizona	5.5%	5.0%	4.8%	4.9%	7.7%	4.9%
United States	4.9%	4.3%	3.8%	3.6%	7.7%	5.4%

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

## PERCENT OF NON-FARM EMPLOYMENT, 2021



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

## MAJOR EMPLOYERS IN PIMA COUNTY

<u>Company Name</u>	<u>Type of Business</u>	<u>Approximate Number of Full Time Equivalents</u>
Raytheon Missile Systems	Military and Defense	13,305
University of Arizona	Higher Education	12,517
Banner Healthcare - UMC	Health Care	7,703
Davis Monthan AFB	Military and Defense	7,648
Pima County Government	Government	7,412
Tucson Unified School District	Education	6,532
State of Arizona	Government	4,817
Wal-Mart Stores, Inc	Retailers	4,773
Tucson Medical Center	Health Care	4,453
City of Tucson	Government	4,356

Source: 2021 Annual Comprehensive Financial Report, Pima County For the Fiscal Year Ended June 30, 2021.

## NEW COMPANIES IN PIMA COUNTY (New company announcements from July 2020 to June 2022)

<u>Company Name</u>	<u>Product or Service</u>	<u>Projected Number of Jobs</u>
COMSovereign Holding Corp	Manufacturing	300
Village Medical at Walgreens	Ed & Health Services – Medical Clinics	285
Verifone	Business Services – Customer Support	168
Maximus Health Services Inc	Medical & Health Services	150
Imperial Brown	Manufacturing – Freezers/Walk-in Coolers	100

Source: University of Arizona Economic & Business Research Center.

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

<u>Industry</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>2019</u>	<u>2020</u>	<u>2021</u>
Trade, Transportation & Utilities	60,500	61,300	61,600	63,300	64,100	68,300
Educational & Health Services	64,700	65,300	66,300	68,400	67,100	66,600
Professional & Business Services	49,700	50,200	50,500	50,500	47,900	47,100
Leisure & Hospitality	44,000	44,400	44,700	45,100	36,000	39,200
Manufacturing	24,600	25,500	26,600	27,900	27,300	27,500
Construction	15,000	15,900	16,900	18,000	17,900	18,000
Financial Activities	17,200	17,600	17,700	17,300	18,300	18,800
Information	5,100	5,400	5,600	5,800	5,200	5,000
Mining & Logging	1,600	1,700	1,900	1,900	1,800	1,800
Other Services	13,000	12,900	13,400	13,900	12,300	13,100
Government	<u>76,700</u>	<u>77,000</u>	<u>77,200</u>	<u>79,000</u>	<u>75,800</u>	<u>74,100</u>
Total Non-Farm Employment	372,100	377,200	382,300	391,100	373,700	379,400

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

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

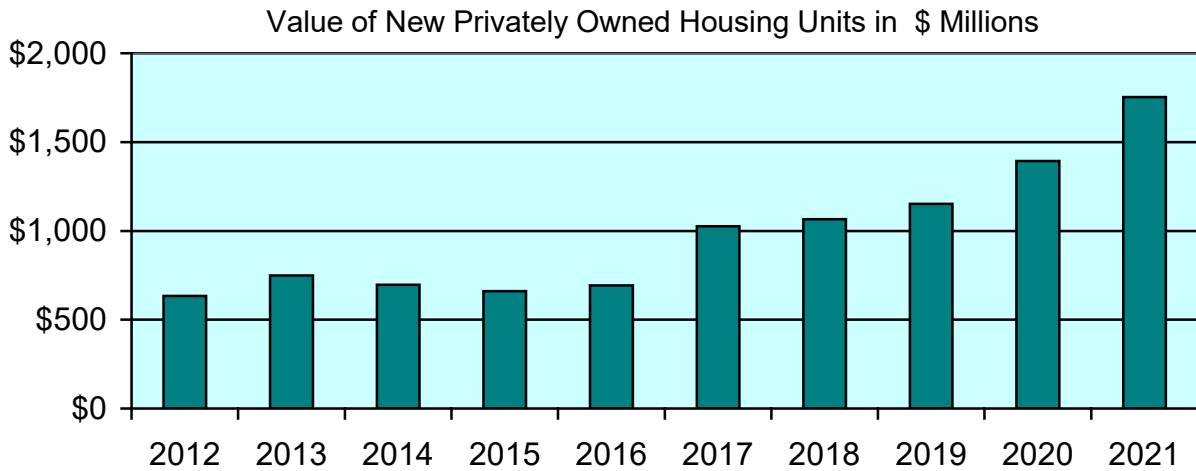
**EMPLOYMENT BY OCCUPATION, 2021**

<u>Occupations</u>	<u>Percent of Total</u>
Office and Administrative Support	14.0%
Food Preparation and Serving Related	8.9%
Sales and Related	8.4%
Transportation and Material Moving	8.0%
Healthcare Practitioners and Technical	7.0%
Management	6.4%
Educational Instruction and Library	5.9%
Healthcare Support	5.5%
Business and Financial Operations	5.3%
Installation, Maintenance, and Repair	4.5%
Construction and Extraction	3.8%
Computer and Mathematical	3.4%
Production	3.1%
Building and Grounds Cleaning and Maintenance	3.0%
Protective Service	3.0%
Architecture and Engineering	2.5%
Community and Social Service	2.3%
Personal Care and Service	1.8%
Life, Physical, and Social Science	1.2%
Arts, Design, Entertainment, Sports, and Media	1.1%
Legal	0.8%
Farming, Fishing, and Forestry	0.1%

Source: U.S. Department of Labor, Bureau of Labor Statistics, May 2021.

## CONSTRUCTION ACTIVITY

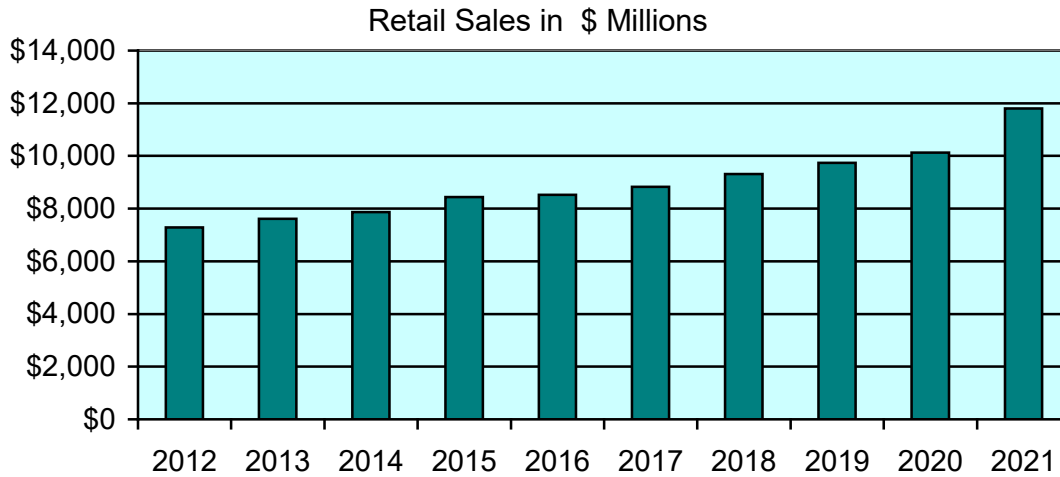
### PIMA COUNTY VALUE OF NEW PRIVATELY OWNED HOUSING UNITS AUTHORIZED



Source: Real Estate Center, Texas A&M University

## RETAIL SALES

### PIMA COUNTY RETAIL SALES (not including food sales)



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

## **INTRODUCTION**

### **ORGANIZATION**

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

### **REPORTING RELATIONSHIPS**

Because of Arizona's constitutional provisions and the requirements promulgated by Arizona Revised Statutes, the government of Pima County is organized to have a direct and indirect relationship with the Board of Supervisors. The Board of Supervisors has direct control over the County's general government; community services; justice and law; medical and health 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. 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 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 Analytics & Data Governance, Assessor; Board of Supervisors; Clerk of the Board; County Administrator; Elections; Facilities Management; Finance & Risk Management; Fleet Services; Human Resources; Information Technology; Office of Emergency Management & Homeland Security; Procurement; Recorder; Rocking K South CFD; Treasurer; and Wireless Integrated Network.

### **COMMUNITY RESOURCES**

Community Resources provides public relations, educational, cultural, social, economic development and recreational programs to the public. The departments in this functional area are Attractions & Tourism; Communications & Graphic Services; Community & Workforce Development; County Free Library; Grants Management & Innovation; School Superintendent; and the Stadium District – Kino Sports Complex.

### **HEALTH SERVICES**

Health Services provides forensic science services; various public health and animal control services, as well as medical assistance to indigents. The component departments are Behavioral Health, Health, Medical Examiner, and Pima Animal Care Center.

### **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; Justice Court Ajo; Justice Court Green Valley; Justice Courts Tucson; Justice Services; 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 the Capital Program Office; Capital Projects; Development Services; Environmental Quality; Natural Resources, Parks and Recreation; Office of Sustainability & Conservation; Real Property Services; 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, Information Technology Hardware, Enterprise Software, and Server Storage; Risk Management, Telecommunications, and Wireless Integrated Network Subscriber Services, 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. The budget presentation includes and emphasizes the programmatic components of County services. Accordingly, the fiscal year 2022/2023 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 for the Governmental Funds 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 Funds; 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 this event, 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. 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 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 and approve departmental requests for changes between departments or funds.

## **BUDGET PREPARATION AND APPROVAL**

The Pima County budget 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 identical to the amounts 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 the Recommended Budget, the Board of Supervisors, on or before the third Monday in July, adopt a Tentative Budget setting 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

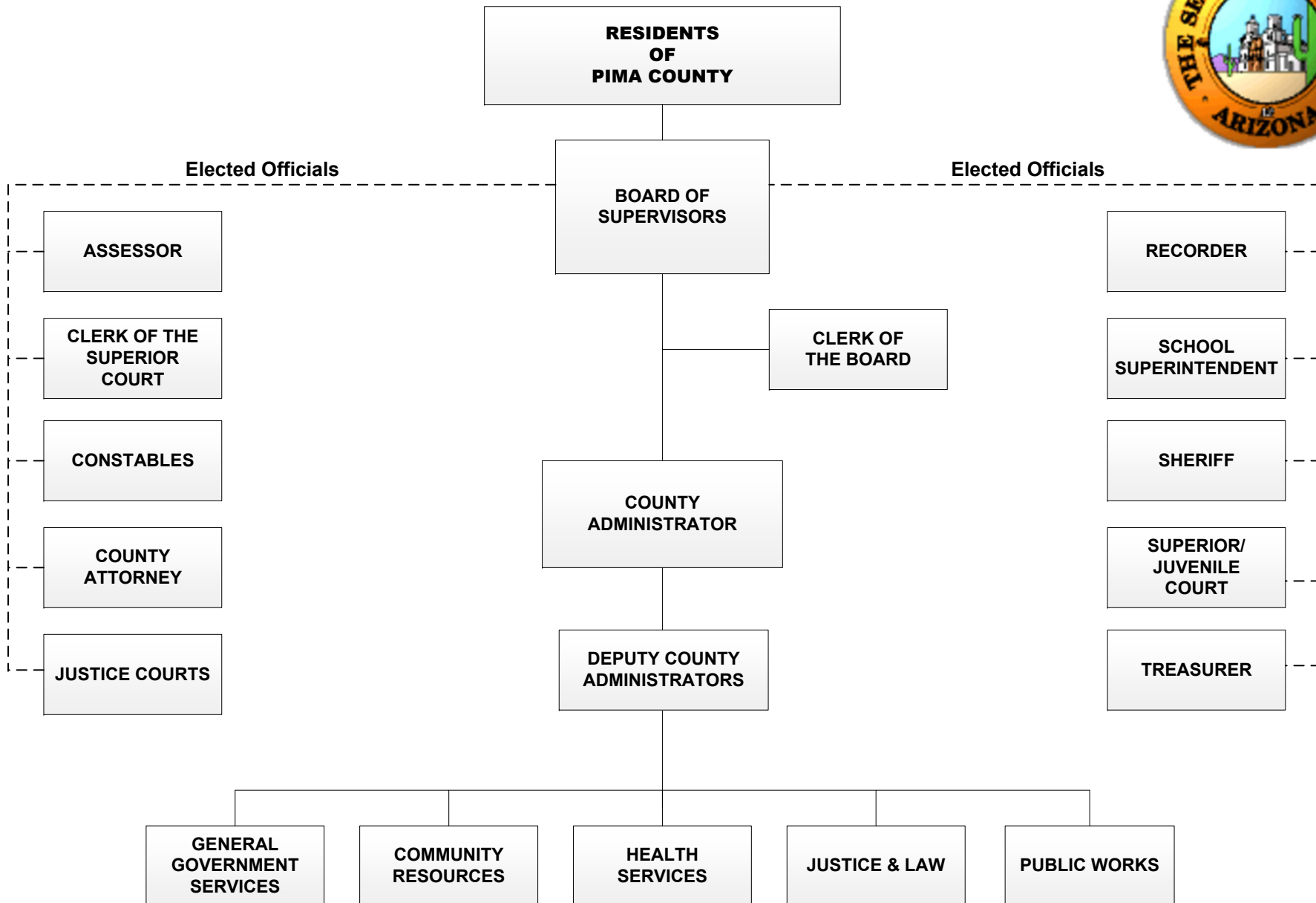
On an annual basis, the County Administrator's office prepares a five-year Capital Improvement Plan (CIP) and a one-year Capital Improvement Budget. A summary of capital improvement projects for fiscal year 2022/23-2026/27 and beyond is provided in the Capital Improvement Program section, and a Capital Improvement Program overview is located in the Budget Overview section.

### Preparation and Approval Timetable

A timetable for the budget preparation and approval processes for fiscal year 2022/23 is provided below.

<b>November 1, 2021</b>	Planning and Budgeting System (PB) released for budgeting
<b>November 1, 2021</b>	Base target budgets for General Fund departments, assumptions, location of SharePoint site and other information distributed to departments
<b>November 8, 2021</b>	Organizational, bureau and group structural changes due.
<b>December 3, 2021</b>	Departments submit completed FIN Forms in PB system
<b>January 14, 2022</b>	Operational, Grant and CIP Budgets due to the Budget Division, Departmental Analysis, Grants Management and Innovation, and Finance CIP from departments
<b>March 11, 2022</b>	County Administrator meets with departments to review CIP budgets
<b>March 18, 2022</b>	County Administrator meets with County Budget Division staff
<b>April 29, 2022</b>	County Administrator submits Recommended Budget to the Board
<b>May 10-11, 2022</b>	Board of Supervisors Departmental Budget Hearings (Multiple Sessions)
<b>May 17, 2022</b>	Board of Supervisors Tentative Budget adoption
<b>July 5, 2022</b>	Board of Supervisors Final Budget adoption
<b>August 15, 2022</b>	Board of Supervisors adoption of the Levy of Taxes

# PIMA COUNTY ORGANIZATIONAL CHART



## **LEGAL REQUIREMENTS**

### **COUNTY SPENDING LIMITATION**

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

Arizona Revised 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.

## **LEGAL REQUIREMENTS (cont'd)**

Copies of the Board of Supervisors' resolutions adopting the fiscal year 2022/23 budgets for Pima County, the County Free Library District, the Flood Control District, and the Stadium District are provided on pages 3-5 through 3-8.

### **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 pursuant to ARS § 48-254.

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.

## **LEGAL REQUIREMENTS (cont'd)**

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 (2022-49) for the levy of taxes for fiscal year 2022/23 is provided on pages 3-9 through 3-23.

### **PROPERTY TAX LEVY LIMITATION**

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

#### **Primary Property Tax Levy**

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

#### **Secondary Property Tax Levy**

Secondary property tax levies allow the County to levy ad valorem property taxes for various specific purposes. For many years, Pima County has levied four secondary property taxes. ARS § 11-275 authorizes a tax levy on the 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. 2022 - 33

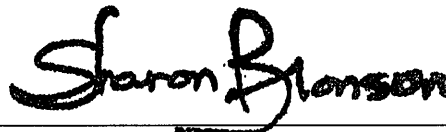
PIMA COUNTY RESOLUTION FOR THE ADOPTION OF THE BUDGET  
FISCAL YEAR 2022/2023

The Board of Supervisors of Pima County, Arizona finds:

1. On May 17, 2022, 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 June 21, 2022, for the purpose of hearing taxpayers.
3. The public hearing, at which any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies, was opened on June 21, 2022, at the time and place designated in the published notice, and continued to July 5, 2022.

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 2022/2023.

Passed and adopted this 5th day of July, 2022.

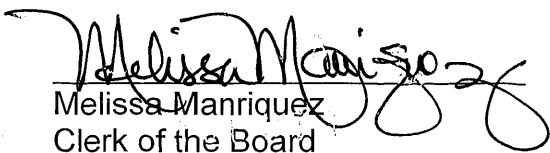


JUL 05 2022

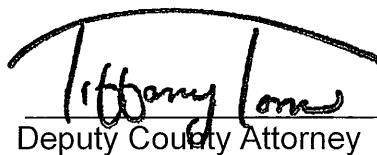
Sharon Bronson, Chair  
Pima County Board of Supervisors

ATTEST:

APPROVED AS TO FORM:



Melissa Manriquez  
Clerk of the Board



Tiffany Lome  
Deputy County Attorney

RESOLUTION NO. 2022 - LD 1

PIMA COUNTY RESOLUTION FOR THE ADOPTION OF THE  
COUNTY FREE LIBRARY DISTRICT BUDGET  
FISCAL YEAR 2022/2023

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

1. On May 17, 2022, in accordance with A.R.S. §§ 42-17101 et seq., §§ 48-252, 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 June 21, 2022, for the purpose of hearing taxpayers.
3. The public hearing, at which any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies, was duly opened on June 21, 2022, at the time and place designated in the published notice, and continued to July 5, 2022.

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 2022/2023.

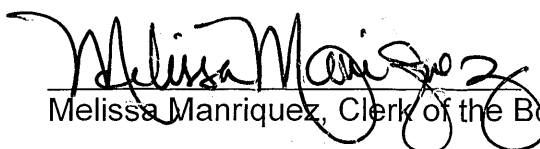
Passed and adopted this 5th day of July, 2022.

 JUL 05 2022

Sharon Bronson, Chair  
Pima County Free Library District Board

ATTEST:

APPROVED AS TO FORM:

  
Melissa Manriquez, Clerk of the Board

  
Deputy County Attorney

RESOLUTION NO. 2022 - FC 1

PIMA COUNTY RESOLUTION FOR THE ADOPTION OF THE  
FLOOD CONTROL DISTRICT BUDGET  
FISCAL YEAR 2022/2023

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

1. On May 17, 2022, in accordance with A.R.S. §§ 42-17101 et seq., 48-252, 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 June 21, 2022, for the purpose of hearing taxpayers.
3. The public hearing, at which any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies, was duly opened on June 21, 2022, at the time and place designated in the published notice, and continued to July 5, 2022.

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 2022/2023.

Passed and adopted this 5th day of July, 2022.



JUL 05 2022

Sharon Bronson, Chair  
Pima County Flood Control District Board

ATTEST:

APPROVED AS TO FORM:



Melissa Manriquez  
Clerk of the Board



Tiffany Lora  
Deputy County Attorney

RESOLUTION NO. 2022 - SD 1

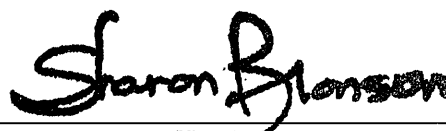
PIMA COUNTY RESOLUTION FOR THE ADOPTION OF THE  
STADIUM DISTRICT BUDGET  
FISCAL YEAR 2022/2023

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

1. On May 17, 2022, in accordance with A.R.S. §§ 42-17101 et seq. and 48-4232, 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, 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, at which any taxpayer was privileged to appear and be heard in favor of or against any of the proposed expenditures or tax levies, was duly opened on June 21, 2022, at the time and place designated in the published notice, and continued to July 5, 2022.

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 2022/2023.

Passed and adopted this 5th day of July, 2022.




JUL 05 2022

Sharon Bronson, Chair  
Pima County Stadium District Board

ATTEST:

APPROVED AS TO FORM:



Melissa Manriquez, Clerk of the Board



Tiffany Lora  
Deputy County Attorney

**RESOLUTION NO. 2022 – 49**

**RESOLUTION OF THE PIMA COUNTY BOARD OF SUPERVISORS  
FOR THE LEVY OF TAXES FOR FISCAL YEAR 2022/2023**

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 17, 2022, made an estimate of the different amounts required to meet the public expenditures of the district for the 2022/2023 fiscal year and, on July 5, 2022, 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 17, 2022, made an estimate of the different amounts required to meet the public expenditures of the district for the 2022/2023 fiscal year and, on July 5, 2022, 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 May 17, 2022, made an estimate of the different amounts required to meet the public expenditures of Pima County for the 2022/2023 fiscal year and, on July 5, 2022, 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 2022/2023, 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:

2022/23 Levy Resolution

# PIMA COUNTY FISCAL YEAR 2022/23 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
<b>STATE OF ARIZONA:</b>			
State of Arizona Property Tax			
Primary - Last levied in FY 1995/96	10,132,624,448	0	0.0000
<b>STATE (EDUCATION) EQUALIZATION ASSISTANCE TAX</b>			
Primary - Last levied in FY 2021/22	10,132,624,448	0	0.0000
<b>PIMA COUNTY:</b>			
Primary			
General Fund	10,132,624,448	392,781,054	3.8764
TOTAL PRIMARY		392,781,054	3.8764
Secondary			
County Free Library	10,132,624,448	55,253,201	0.5453
Debt Service	10,132,624,448	32,424,398	0.3200
Flood Control District	9,162,249,986	29,639,879	0.3235
Fire District Assistance	10,132,624,448	3,890,926	0.0384
TOTAL PIMA COUNTY		513,989,458	5.1036
<b>PIMA COMMUNITY COLLEGE:</b>			
Primary	10,132,624,448	130,487,937	1.2878
<b>CENTRAL ARIZONA WATER CONSERVATION DISTRICT:</b>			
Ad Valorem Secondary	10,132,624,448	10,132,624	0.1000
Water Storage Secondary	10,132,624,448	4,053,050	0.0400
Ground Water Replenishment			
Category 1 Member Lands			
Water Usage (rate per acre-foot and usage of 1,046.54 acre-feet)		821,534	785.0000
Membership Dues (rate per lot, with 15,856 lots assessed)		566,535	35.7300
Total Category 1 Member Lands		1,388,069	
Category 2 Member Lands			
Water Usage (rate per acre-foot and NO usage)		0	682.0000

# PIMA COUNTY FISCAL YEAR 2022/23 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
<b>CITY OF TUCSON:</b>			
Primary	4,155,637,522		
Primary		17,678,080	0.4254
Involuntary Tort Judgments (Arizona Administrative Code Regulation 15-12-202)		4,113,450	0.0990
TOTAL PRIMARY		21,791,530	0.5244
Secondary	4,155,637,522	37,598,880	0.9048
TOTAL CITY OF TUCSON		59,390,410	1.4292
<b>CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT:</b>			
Assessment **	List Attached	615,287	N/A
**Charged in relation to the benefits received.			
<b>CITY OF SOUTH TUCSON:</b>			
Primary	25,413,466	59,417	0.2338
<b>STREET LIGHTING IMPROVEMENT DISTRICTS:</b>			
Cardinal Estates	956,908	11,065	1.1563
Carriage Hills No. 1	2,873,302	7,775	0.2706
Carriage Hills No. 3	1,320,575	2,131	0.1614
Desert Steppes	2,074,137	4,664	0.2249
Hermosa Hills Estates	3,076,586	3,597	0.1169
Lakeside No. 1	2,310,847	5,906	0.2556
Littleton	2,091,838	21,377	1.0219
Longview Estates No. 1	3,028,350	8,439	0.2787
Longview Estates No. 2	3,547,434	9,772	0.2755
Manana Grande "B"	2,595,991	6,662	0.2566
Manana Grande "C"	3,125,637	10,883	0.3482
Midvale Park	7,876,459	14,201	0.1803
Mortimore Addition	4,433,542	25,803	0.5820
Oaktree No. 1	1,098,454	22,746	2.0707
Oaktree No. 2	764,518	16,893	2.2096
Oaktree No. 3	928,890	29,531	3.1792
Orange Grove Valley	1,776,669	6,745	0.3796
Peach Valley	595,124	3,839	0.6451
Peppertree	11,781,194	9,848	0.0836
Rolling Hills	9,571,424	21,587	0.2255
Salida del Sol	765,056	13,753	1.7976

# PIMA COUNTY FISCAL YEAR 2022/23 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
<b>FIRE DISTRICTS:</b>			
Arivaca	5,155,207	128,880	2.5000
Avra Valley	33,868,509		
Operations		1,185,398	3.5000
Bonds		196,437	0.5800
Total Avra Valley		1,381,835	4.0800
Corona de Tucson	78,215,083	2,385,560	3.0500
Drexel Heights	265,460,454		
Operations		8,760,197	3.3000
Bonds		796,382	0.3000
Total Drexel Heights		9,556,579	3.6000
Golder Ranch	1,193,962,298		
Operations		29,013,284	2.4300
Bonds		1,671,547	0.1400
Total Golder Ranch		30,684,831	2.5700
Green Valley	474,891,025		
Operations		12,014,268	2.5299
Bonds		879,498	0.1852
Total Green Valley		12,893,766	2.7151
Hidden Valley	31,637,230	274,168	0.8666
Mescal-J6	4,127,831	82,470	1.9979
Mt. Lemmon	13,109,261	442,438	3.3750
Northwest	1,440,337,964		
Operations		41,928,238	2.9110
Bonds		3,723,175	0.2585
Total Northwest		45,651,413	3.1695
Picture Rocks	41,647,804		
Operations		1,405,613	3.3750
Bonds		250,470	0.6014
Total Picture Rocks		1,656,083	3.9764
Rincon Valley	173,556,483		
Operations		4,830,771	2.7834
Bonds		227,150	0.1309
Total Rincon Valley		5,057,921	2.9143
Sabino Vista	36,915,356	403,227	1.0923
Sonoita-Elgin	4,826,880	131,292	2.7200
Tanque Verde Valley	17,568,662	252,990	1.4400
Three Points	49,346,929	1,665,458	3.3750
Tucson Country Club Estates	24,399,212	141,467	0.5798
Why	937,180	31,630	3.3750
<b>HEALTH DISTRICTS:</b>			
Ajo-Lukeville Health District	14,000,932	105,007	0.7500



# PIMA COUNTY FISCAL YEAR 2022/23 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
<b>TUCSON UNIFIED SCHOOL DISTRICT NO 1:</b>			
Primary	3,921,344,294		
Maintenance & Operation		148,827,896	3.7953
Adjacent Ways		1,000,000	0.0255
Dropout Prevention		767,410	0.0196
TOTAL PRIMARY		150,595,306	3.8404
Secondary	3,921,344,294		
Class B Bond Interest and Redemption		17,732,688	0.4522
Desegregation		63,711,047	1.6247
TOTAL SECONDARY		81,443,735	2.0769
<b>MARANA UNIFIED SCHOOL DISTRICT NO 6:</b>			
Primary	1,096,226,534		
Maintenance & Operation		38,454,959	3.5079
Adjacent Ways		950,000	0.0867
TOTAL PRIMARY		39,404,959	3.5946
Secondary	1,096,226,534		
Class B Bond Interest and Redemption		11,409,638	1.0408
Override Maintenance & Operation		9,137,039	0.8335
TOTAL SECONDARY		20,546,677	1.8743
<b>FLOWING WELLS UNIFIED SCHOOL DISTRICT NO. 8:</b>			
Primary	226,620,536		
Maintenance & Operation		8,383,600	3.6994
TOTAL PRIMARY		8,383,600	3.6994
Secondary	226,620,536		
Class B Bond Interest and Redemption		3,074,171	1.3565
Override Maintenance & Operation		3,417,315	1.5079
TOTAL SECONDARY		6,491,486	2.8644
<b>AMPHITHEATER UNIFIED SCHOOL DISTRICT NO. 10:</b>			
Primary	1,803,846,470		
Maintenance & Operation		64,152,407	3.5564
Adjacent Ways		350,000	0.0194
Dropout Prevention		129,412	0.0072
TOTAL PRIMARY		64,631,819	3.5830
Secondary	1,803,846,470		
Class B Bond Interest and Redemption		13,746,935	0.7621
Desegregation		4,025,000	0.2231
Override Maintenance & Operation		8,249,409	0.4573
Override K-3 / Special Programs		2,474,823	0.1372
TOTAL SECONDARY		28,496,167	1.5797

# PIMA COUNTY FISCAL YEAR 2022/23 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
<b>SUNNYSIDE UNIFIED SCHOOL DISTRICT NO. 12:</b>			
Primary	558,934,317		
Maintenance & Operation		19,152,243	3.4266
Dropout Prevention		245,572	0.0439
TOTAL PRIMARY		19,397,815	3.4705
Secondary	558,934,317		
Class B Bond Interest and Redemption		4,684,717	0.8382
TOTAL SECONDARY		4,684,717	0.8382
<b>TANQUE VERDE UNIFIED SCHOOL DISTRICT NO. 13:</b>			
Primary	219,134,490		
Maintenance & Operation		7,508,862	3.4266
TOTAL PRIMARY		7,508,862	3.4266
Secondary	219,134,490		
Class B Bond Interest and Redemption		1,420,481	0.6482
Override Maintenance & Operation		2,125,000	0.9697
TOTAL SECONDARY		3,545,481	1.6179
<b>AJO UNIFIED SCHOOL DISTRICT NO. 15:</b>			
Primary	18,334,801		
Maintenance & Operation		746,410	4.0710
TOTAL PRIMARY		746,410	4.0710
Secondary	18,334,801	0	0.0000
TOTAL SECONDARY			
<b>CATALINA FOOTHILLS UNIFIED SCHOOL DISTRICT NO. 16:</b>			
Primary	686,236,808		
Maintenance & Operation		23,819,280	3.4710
TOTAL PRIMARY		23,819,280	3.4710
Secondary	686,236,808		
Class B Bond Interest and Redemption		4,530,523	0.6602
Override Maintenance & Operation		4,373,556	0.6373
Override District Add'l Assistance		2,000,000	0.2914
TOTAL SECONDARY		10,904,079	1.5889

# PIMA COUNTY FISCAL YEAR 2022/23 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
<b>VAIL UNIFIED SCHOOL DISTRICT NO. 20:</b>			
Primary	682,270,743		
Maintenance & Operation		24,736,224	3.6256
Adjacent Ways		750,000	0.1099
TOTAL PRIMARY		25,486,224	3.7355
Secondary	682,270,743		
Class B Bond Interest and Redemption		9,150,293	1.3412
Override Maintenance & Operation		11,817,216	1.7320
TOTAL SECONDARY		20,967,509	3.0732
<b>SAHUARITA UNIFIED SCHOOL DISTRICT NO. 30:</b>			
Primary	398,731,084		
Maintenance & Operation		14,344,776	3.5976
Adjacent Ways		1,500,000	0.3762
TOTAL PRIMARY		15,844,776	3.9738
Secondary	398,731,084		
Class B Bond Interest and Redemption		6,106,813	1.5316
Override Maintenance & Operation		5,595,142	1.4032
Override District Add'l Assistance		1,000,000	0.2508
TOTAL SECONDARY		12,701,955	3.1856
<b>SAN FERNANDO ELEMENTARY SCHOOL DISTRICT NO. 35:</b>			
Primary	12,618,325		
Maintenance & Operation		246,184	1.9510
A.R.S. 15-992 B		0	0.0000
TOTAL PRIMARY		246,184	1.9510
Secondary	12,618,325	0	0.0000
TOTAL SECONDARY			
<b>EMPIRE ELEMENTARY SCHOOL DISTRICT NO. 37:</b>			
Primary	7,388,026		
Maintenance & Operation		256,763	3.4754
A.R.S. 15-992 B		0	0.0000
TOTAL PRIMARY		256,763	3.4754
Secondary	7,388,026	0	0.0000
TOTAL SECONDARY			

# PIMA COUNTY FISCAL YEAR 2022/23 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
<b>CONTINENTAL ELEMENTARY SCHOOL DISTRICT NO. 39:</b>			
Primary	423,305,882		
Maintenance & Operation		7,307,600	1.7263
A.R.S. 15-992 B		222,588	0.0526
TOTAL PRIMARY		7,530,188	1.7789
Secondary	423,305,882		
Class B Bond Interest and Redemption		1,073,410	0.2536
Override Maintenance & Operation		455,113	0.1075
TOTAL SECONDARY		1,528,523	0.3611
<b>BABOQUIVARI UNIFIED SCHOOL DISTRICT NO. 40:</b>			
Primary	2,008,809		
Maintenance & Operation		0	0.0000
TOTAL PRIMARY		0	0.0000
Secondary	2,008,809	0	0.0000
TOTAL SECONDARY			
<b>REDINGTON ELEMENTARY SCHOOL DISTRICT NO. 44:</b>			
Primary	1,520,741		
Maintenance & Operation		112,142	7.3742
TOTAL PRIMARY		112,142	7.3742
Secondary	1,520,741	0	0.0000
TOTAL SECONDARY			
<b>ALTAR VALLEY ELEMENTARY SCHOOL DISTRICT NO. 51:</b>			
Primary	57,672,219		
Maintenance & Operation		2,469,813	4.2825
TOTAL PRIMARY		2,469,813	4.2825
Secondary	57,672,219		
Override Maintenance & Operation		479,510	0.8314
TOTAL SECONDARY		479,510	0.8314
<b>UNORGANIZED SCHOOL DISTRICT TAX:</b>			
Primary	16,430,369	281,502	1.7133
<b>JOINT TECHNICAL EDUCATION DISTRICT</b>			
Secondary	9,613,688,886	4,806,844	0.0500

# PIMA COUNTY FISCAL YEAR 2022/23 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
<b>DOMESTIC WATER IMPROVEMENT DISTRICTS:</b>			
Marana Domestic Water Improvement District			
Secondary	7,872,761	28,145	0.3575
Mt. Lemmon Domestic Water District			
Secondary	11,809,264	342,000	2.8960
DeAnza Domestic Water Improvement District			
Secondary	161,535	15,000	9.2859
<b>IMPROVEMENT DISTRICTS:</b>			
Hayhook Ranch			
Secondary	806,589	40,000	4.9592
<b>GLADDEN FARMS COMMUNITY FACILITIES DISTRICT:</b>			
Secondary	34,631,597		
Maintenance & Operation		103,895	0.3000
Bond Indebtedness		865,790	2.5000
TOTAL SECONDARY		969,685	2.8000
<b>GLADDEN FARMS PHASE II COMMUNITY FACILITIES DISTRICT:</b>			
Secondary	12,341,900		
Maintenance & Operation		37,026	0.3000
Bond Indebtedness		308,548	2.5000
TOTAL SECONDARY		345,574	2.8000
<b>SAGUARO SPRINGS COMMUNITY FACILITIES DISTRICT:</b>			
Secondary	27,526,821		
Maintenance & Operation		82,580	0.3000
Bond Indebtedness		688,171	2.5000
TOTAL SECONDARY		770,751	2.8000
<b>QUAIL CREEK COMMUNITY FACILITIES DISTRICT:</b>			
Secondary	35,270,244		
Maintenance & Operation		105,811	0.3000
Bond Indebtedness		962,878	2.7300
TOTAL SECONDARY		1,068,689	3.0300
<b>RANCHO SAHUARITA COMMUNITY FACILITIES DISTRICT:</b>			
Secondary	12,137,407		
Maintenance & Operation		36,412	0.3000
Bond Indebtedness		569,244	4.6900
TOTAL SECONDARY		605,656	4.9900

# PIMA COUNTY FISCAL YEAR 2022/23 TAX LEVY

JURISDICTION	VALUATION	TAX LEVY	RATE
<b>ROCKING K SOUTH COMMUNITY FACILITIES DISTRICT:</b>			
Secondary	3,998,680		
Maintenance & Operation		19,993	0.5000
Bond Indebtedness		91,970	2.3000
TOTAL SECONDARY		111,963	2.8000
<b>CORTARO-MARANA IRRIGATION DISTRICT 11,836.47 ACRES</b>			
Maintenance & Operation		1,083,037	91.5000
<b>FLOWING WELLS IRRIGATION DISTRICT 1652.69 ACRES</b>			
Maintenance & Operation		35,186	21.2900
<b>SILVERBELL IRRIGATION &amp; DRAINAGE DISTRICT 1,912.15 ACRES</b>			
Maintenance & Operation		6,216	3.2508
<b>MOBILE HOME RELOCATION FUND</b>			
Assessment - Waived by Arizona Dept. of Revenue for FY 2022/23			0.0000

# PIMA COUNTY FISCAL YEAR 2022/23 TAX LEVY

## CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY	PARCEL ID #	TAX LEVY
11706089C	\$3,205.10	117067480	\$1,029.80
11706166B	5,753.22	117067490	13,549.10
11706168A	3,620.74	117067500	15,838.38
11706168B	146.14	117100600	1,990.52
11706168C	637.86	117100610	1,109.24
117061740	302.74	117100620	1,789.50
11706177A	688.60	117100630	1,964.66
11706177B	1,202.36	11710065A	1,263.14
117061780	361.06	11710066A	1,133.88
11706179A	2,339.16	117100670	915.42
11706183B	7,527.98	117100680	322.08
117061900	1,743.74	11710069A	296.90
117061910	2,454.76	11710069B	394.08
11706194A	656.44	117100710	61.40
11706195A	2,799.58	11710072B	2,316.44
117061960	2,087.40	11710075B	858.78
117062010	3,264.58	117100760	3,586.66
117062050	1,632.36	11710077A	840.74
11706206A	9,188.76	117100780	526.86
117062080	1,632.36	11710079A	1,374.98
117062090	1,632.36	11710081D	1,158.60
117062100	4,366.40	11710082A	616.06
117062110	670.72	11710083A	652.44
117062120	1,239.96	117100840	563.86
117062160	2,507.58	11710089A	13,154.94
117062170	3,648.46	117100920	473.60
11706218A	1,709.90	11710094A	358.46
11706219D	3,562.56	117100950	402.98
11706219F	1,048.30	117100960	674.32
117062200	3,403.90	117100970	289.76
117067090	1,464.80	11710098A	451.64
117067100	1,865.26	117100990	862.16
117067110	595.26	11710100A	1,121.60
117067120	141.08	117101010	2,349.08
117067130	1,008.46	117101020	1,783.04
117067290	3,111.38	117101210	1,745.04
117067300	12,897.18	117101240	579.52
117067310	1,421.20	117101250	638.24
117067320	1,025.80	117101260	780.18

# PIMA COUNTY FISCAL YEAR 2022/23 TAX LEVY

## CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY	PARCEL ID #	TAX LEVY
117101270	\$486.34	117120140	\$1,065.80
117101280	1,013.22	117120150	311.64
117101290	683.92	11712017A	2,903.50
117101300	501.38	11712019A	696.74
117101310	445.04	117120200	3,461.32
117101320	414.96	117120210	3,079.60
11710133A	910.44	117120220	974.00
117101350	568.24	117120280	943.36
117101360	489.60	117120290	957.18
117110160	1,316.12	117120300	584.90
117110170	14,807.04	117120310	2,746.92
117110180	710.10	11712033A	1,914.46
117110210	3,555.28	117120360	819.78
117110730	918.62	117120470	1,967.26
11711080C	3,599.48	11712048A	288.30
117110820	1,636.36	117120490	262.04
117110830	1,880.60	117120860	2,294.34
117110840	2,820.92	11712087B	7,707.06
11711085A	3,550.66	11712087C	7,837.40
117110880	1,365.08	11712099B	35,109.16
117110890	1,095.04	117121080	18,885.06
117110900	4,491.36	117121090	7,466.96
117110910	1,363.24	117121240	603.32
117110920	1,224.16	117121250	577.60
11711096C	14,373.18	117121260	588.28
11711096D	13,647.34	117121270	297.12
11711096E	7,872.94	117121280	601.02
117110980	1,726.32	117121290	1,356.80
117110990	779.86	117121940	1,114.92
117111000	2,001.34	11713027A	1,962.82
117111010	1,456.90	11713029A	8,118.72
11711102A	1,633.66	117130360	1,643.04
117111040	1,758.48	11713037A	1,434.10
117111060	403.98	11713039A	4,435.02
117120030	116.28	11713039B	4,360.86
11712006A	1,096.74	117130400	3,010.36
11712007A	4,421.36	117130410	2,296.96
117120080	4,801.24	117130420	1,299.64
117120130	747.40	117130430	1,889.66



## PIMA COUNTY FISCAL YEAR 2022/23 TAX LEVY

### CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

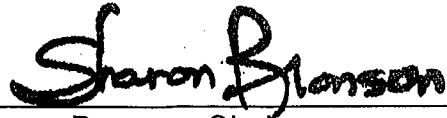
PARCEL ID #	TAX LEVY	PARCEL ID #	TAX LEVY
11713156B	\$10,418.94	117160310	\$670.88
11713156C	2,430.32	117160330	1,106.56
11713160A	4,748.54	117160360	1,151.38
11713162A	19,524.38	117160370	1,412.38
117131730	896.54	117170010	2,999.14
117131740	1,577.10	117170020	1,128.36
117131750	667.96	11717003A	3,286.08
11713177C	7,045.46	117170060	677.02
11713182A	3,757.22	11717007B	612.84
117131830	1,543.56	117170090	2,130.08
117132170	206.32	11717011A	3,927.40
117132180	1,800.78	117170120	3,328.52
117132190	450.88	117170170	3,718.92
117132200	438.44	11717020A	3,503.46
117132210	438.44	117170340	576.92
117132220	450.88	117170380	1,176.80
11713223A	789.38	117170400	513.20
117132250	436.14	11717044B	2,134.38
117132260	415.18	117170610	42.20
11713227A	1,434.64	117170620	41.06
11714072A	1,252.56	117170630	41.06
117140750	846.50	117170640	42.20
11714077A	2,286.74	117170650	32.68
11714079A	1,503.26	117170660	31.84
11714081A	1,758.18	117170670	31.84
11714086A	3,121.04	117170680	31.84
11714087B	2,075.26	117170690	32.68
117150010	2,999.08	117170700	42.20
117150030	1,005.08	117170710	40.98
117150040	1,180.48	117170720	40.98
117150050	2,338.78	117170730	42.20
117160030	3,762.44	117170740	33.22
117160050	1,489.44	117170750	48.20
11716007B	6,926.64	117170760	48.20
117160100	2,135.30	117170770	44.28
117160110	2,429.60	117170780	52.80
117160120	844.96	117170790	42.28
117160130	3,812.80	117170800	41.22
117160300	1,248.72	117170810	41.22

# PIMA COUNTY FISCAL YEAR 2022/23 TAX LEVY

## CITY OF TUCSON BUSINESS IMPROVEMENT DISTRICT

PARCEL ID #	TAX LEVY	PARCEL ID #	TAX LEVY
117170820	\$42.28	117171050	\$31.92
117170830	32.84	117171060	31.92
117170840	31.92	117171070	32.84
117170850	31.92	117171080	42.28
117170860	31.92	117171090	41.14
117170870	32.84	117171100	41.14
117170880	42.28	117171110	41.14
117170890	41.14	117171120	41.14
117170900	41.14	117171130	42.28
117170910	41.14	117171140	353.24
117170920	41.14	117171150	149.06
117170930	42.28	117171160	457.78
117170940	33.22	117171170	428.00
117170950	48.20	117171180	358.30
117170960	48.20	117171190	358.30
117170970	48.20	117171200	121.88
117170980	48.88	117171210	177.92
117170990	42.28	11720015B	245.32
117171000	41.22	11720015C	9,917.44
117171010	41.22	11720024A	4,994.82
117171020	42.28	772501630	2,557.16
117171030	32.84	972901630	31,411.32
117171040	31.92	979501630	2,177.20
		<b>Total Levy</b>	<b>\$615,287.12</b>

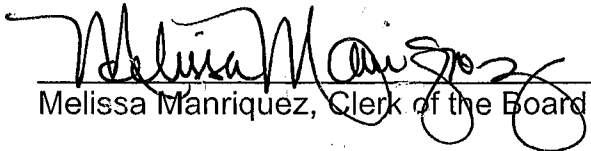
Passed and adopted this 15th day of August, 2022.



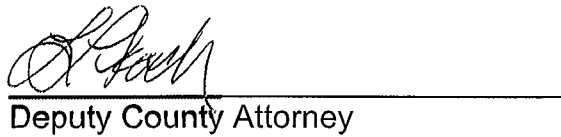
Sharon Bronson, Chair  
Pima County Board of Supervisors

AUG 15 2022

ATTEST:

  
Melissa Manriquez, Clerk of the Board

APPROVED AS TO FORM:

  
Deputy County Attorney

2022/23 Levy Resolution

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## BUDGET ISSUES

This section of the Fiscal Year 2022/23 Adopted Budget 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 budget issues are explained in the County Administrator's memoranda, [Transmittal of the Recommended Fiscal Year 2022/23 Budget, dated April 29, 2022](#); the [Tentative Budget Adoption: Fiscal Year 2022/23, dated May 17, 2022](#); and the [Fiscal Year 2022/23 Final Budget Adoption, dated July 5, 2022](#). (The memoranda are located in the Supplemental Information section, pages 16- 21, 16-50, and 16-55 respectively.)

### Issues Synopsis

Pima County's FY2022/23 Adopted Budget reflects the County's transition out of the COVID-19 pandemic response and the return to a new normal. The budget for fiscal year 2022/23 includes \$1.9 billion in expenditures, which is approximately 9 percent lower than the fiscal year 2021/22 budgeted expenditures of \$2.1 billion. The primary changes for the FY 2022/23 Adopted Budget were made to address the following issues:

- COVID-19 Pandemic – The County budget realized significant fluctuations in FY 2020/21 and FY 2021/22 due to the COVID-19 Pandemic. This trend continues in the FY 2022/23 budget as the County ensures it has designated the resources required to provide, and make widely available, the services needed as we continue through and transition out of the Pandemic. The American Rescue Plan Act supports much of the funding for these expenditures. As a result of these being one-time funding sources, we expect future budgets to normalize as this funding is expended and we return to a new normal.
- Public Safety Personnel Retirement System and Correction Officer Retirement Plan Pledged Revenue Obligations – The County had significant unfunded actuarial accrued liabilities for the Public Safety Personnel Retirement System (PSPRS) and Correction Officer Retirement Plan (CORP). In order to make additional contributions to these retirement plans and significantly reduce these unfunded liabilities, the County issued \$300 million in Pledged Revenue Obligation debt at the end of FY 2020/21. This resulted in substantially lower employer contribution rates and a decrease in the PSPRS and CORP retirement costs for FY 2022/23.
- State Budget Cost Shifts - The shifting of the State of Arizona's budget costs to Pima County continues to have direct, adverse impacts on the programs and services provided by the County in fiscal year 2022/23. Overall, the State has shifted costs totaling nearly \$106.4 million or 27.7 percent of the General Fund primary tax rate of \$3.8764 per \$100 of net assessed value. This is nearly \$15.9 million more than State cost shifts budgeted for in the prior year and is primarily due to an increase in Arizona Long Term Care System contributions and a change in legislation reducing the Class 1 commercial assessment ratios. Pima County continues to collaborate with other local governmental agencies and associations in an effort to identify State legislation that may affect local budgets and to influence changes in the legislation to reduce State budget cost shifts.
- Increase in Taxable Net Assessed Values - The taxable net assessed value for FY 2022/23 totals \$10.1 billion. This is a net increase of \$436.5 million, or 4.50 percent, over the current year and represents the eighth annual increase in taxable net assessed value in ten years. In FY 2022/23, the market value of existing property in the County will increase by approximately 2.83 percent. New construction will add approximately 1.63 percent to the property tax base.

## BUDGET ISSUES (cont'd)

- Property Taxes - The fiscal year 2022/23 Adopted Budget primary property tax rate for General Government remained unchanged from fiscal year 2021/22. The Regional Flood Control District decreased by \$0.0100 per \$100 of taxable net assessed value and the Library property tax be increased by \$0.0100 per \$100 of taxable net assessed value. Debt Service decreased by \$0.1300 from fiscal year 2021/22. The total property tax rate for Pima County (excluding the State mandated Fire District Assistance Tax) decreased from \$5.1952 to \$5.0652 per \$100 of net taxable value, a net decrease of \$0.1300.
- Combined Property Tax Levy - Pima County's fiscal year 2022/23 combined property tax rate decreased by \$0.1300 per \$100 of net taxable value compared to the prior fiscal year. The County will levy \$510 million in primary and secondary property taxes in fiscal year 2022/23 (this amount excludes the State mandated Fire District Assistance Tax).
- State-Shared Revenues - State shared sales tax revenues are projected to increase by \$22 million, or 16.67 percent, to \$154 million in fiscal year 2022/23. Retail sales have been much higher than originally forecasted, even after the end of federal pandemic assistance, and forecasts indicate this is likely to continue.
- General Fund Reserve - 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 2022/23 totals approximately \$41.2 million. This reserve represents 6.2 percent of the projected operating General Fund revenues and operating transfers in for fiscal year 2022/23 compared to the budgeted ending fund balance of 7.3 percent of budgeted revenue last fiscal year.
- General Fund Fiscal Year 2021/22 Ending Fund Balance - The projected General Fund available ending fund balance for fiscal year 2021/22 is \$137.8 million. This is a projected increase of \$22.0 million from the FY 2020/21 budgeted ending fund balance of \$115.8 million (excluding \$300 million in Debt Proceeds that were used to fund the PSPRS/CORP unfunded liability in Fiscal Year 2021/22). This ending balance represents approximately 22 percent of projected General Fund revenues for fiscal year 2021/22.

This net increase of \$22.0 million in the General Fund was due to State Shared Sales Tax and Transient Lodging Tax revenues exceeding the conservative amounts budgeted within the Fiscal Year 2021/22 Adopted Budget, in addition to reduced departmental spending.

- Employee Medical Insurance Benefits - Fiscal year 2022/23 will be the County's tenth year under a self-insured model for employee medical and pharmacy benefits. Based on the plan performance of the Pima County Health Benefits Insurance Trust Fund, fiscal year 2022/23 health insurance rates for both the County and eligible County employees will increase from the fiscal year 2021/22 rates. Rate increases will range from \$4.87 to \$8.66 per pay period, dependent upon the coverage selected. Medical and pharmaceutical rates are rising nationally with the current trend at 7.2 percent for medical and 7.3 percent for pharmacy. The increased fiscal year 2022/23 health insurance rates will help maintain a sufficient balance in the Pima County Health Care Benefits Trust fund for the coming year. Review of the Health Benefits Insurance Trust Fund financial reports continue to show that transitioning to a self-insured plan was a prudent and beneficial decision for both employees and the County.

## **BUDGET ISSUES (cont'd)**

- Health Savings Account (HSA) Plan - The County provides eligible employees with Health Savings Accounts (HSA). Employees can contribute pretax funds to these accounts, subject to Internal Revenue Service limits, to fund future medical costs. The County also contributes to this plan (\$1,000 annually for employee only and \$2,000 annually for all other premium tiers). The County expects to spend up to \$7.3 million in fiscal year 2022/23 to fund employee HSAs.
- Employee Benefits - Overall, FY 2022/23 benefit costs are expected to decrease by a net of \$11.5 million over FY 2022/23 (from \$171.2 million to \$159.7 million), which is primarily due to the additional contributions made to significantly reduce the unfunded liability for the PSPRS and CORP. However, two notable benefits realized significant increases, the County's health insurance premiums and the Arizona State Retirement System (ASRS).
- Transition to Pay-As-You-Go Capital Improvement Funding - The fiscal year 2018/19 Adopted Budget included the start of a transition from the traditional voter-authorized general obligation bond financing for capital improvement projects to a pay-as-you-go plan. The County will no longer rely on issuing general obligation bonds for the financing of capital improvement projects. Instead, the pay-as-you-go model will rely on funding from a property tax levy or other real-time funding sources that become available. The County will continue to pay off existing general obligation bond debt already scheduled using the debt service secondary property tax levy. As general obligation bond debt is retired in future fiscal years, the debt service rate and levy will begin to decrease.
- Pavement Preservation and Repair Funding for Local Roads – Beginning in fiscal year 2019/20, a specific funding category line was created in the Transportation department entitled Pavement Preservation and Repair Contracts. The fiscal year 2022/23 Pavement Preservation and Repair budget has an allocation of \$68.8 million in Transportation's operating budget. This is a significant investment in road repair and pavement rehabilitation. The PAYGO funding plan identifies appropriations specifically for road repair and preservation in future budget years.

**The County Administrator's memoranda details and discusses these issues at length. The memoranda are located in the Supplemental Information section, pages 16-21, 16-50, and 16-55 respectively.**

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## **BUDGET OVERVIEW**

Financial Structure

Department/Fund Matrix

Consolidated Overview of the County Budget by Fund

Total County Budget by Source and Use

Revenues & Expenditures for Fiscal Years 2020/2021 Through 2022/2023

Budget in Brief Fiscal Year 2022/2023

Adopted Full Time Equivalent Positions for Fiscal Years 2020/2021 Through 2022/2023

Pima County Capital Improvement Program Overview

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# FINANCIAL STRUCTURE

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

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

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

Fund Type	Description	Funding Source
<b>GOVERNMENTAL FUNDS</b>	<b>Governmental funds use the modified accrual basis of accounting, a current financial resource measurement focus. Governmental Funds are comprised of the following:</b>	
General Fund	The General Fund is the County's principal financing vehicle for general government operations and for resources that are not required to be accounted for in another fund.	Funded largely by primary property tax revenue and state shared sales tax revenue.
Special Revenue Funds	Account for the proceeds of specific revenue sources (other than major capital projects) that are <u>legally restricted to expenditures for specified purposes</u> . Special Revenue Funds include the following:	
	• <b>Environmental Quality</b> - Accounts for resources specifically identified to be expended for the protection of water, air, and land from pollutants.	Air quality inspection and application fees; revenues from alternate onsite disposal plans; federal and State grants.
	• <b>Grants</b> – Accounts for resources identified to be expended for specific purposes per grant agreements.	Federal, State, and private agency grants.
	• <b>Health</b> - Accounts for resources used to finance activities involved in the conservation and improvement of public health.	Federal and state grants; charges for services provided; private donations; and operating transfers from the General Fund.
	• <b>Library District</b> – Accounts for resources used for the management and operation of the Pima County Free Library District.	Secondary property tax revenue
	• <b>Regional Flood Control District</b> - Accounts for expenditures necessary to analyze, design, and maintain flood control improvements to protect the public and property from floodwaters.	Secondary property tax revenue.
	• <b>School Reserve Fund</b> – Accounts for resources specifically identified to be expended for education programs in the Pima County Accommodation District and specialized educational programs that extend outside the boundaries of individual school districts.	Federal and state grants; private donations; Arizona Department of Education.

# FINANCIAL STRUCTURE

Fund Type	Description	Funding Source
<b>GOVERNMENTAL FUNDS (cont'd)</b>		
Special Revenue Funds (cont'd)	<ul style="list-style-type: none"> <li>• <b>Stadium District</b> – Accounts for resources specifically identified to be expended for the management and operation of Kino Sports Complex.</li> </ul>	Car rental surcharge fees; hotel/motel bed taxes; charges for services provided for special events; and operating transfers from the General Fund.
	<ul style="list-style-type: none"> <li>• <b>Transportation</b> - Accounts for administrative and operating costs expended for highways and streets, as well as resources transferred to the Capital Projects Fund for construction of highways and streets.</li> </ul>	County share of gasoline tax collected by State Highway User revenues; Vehicle License Tax revenues; and charges for services.
	<ul style="list-style-type: none"> <li>• <b>Waste Tire</b> - Accounts for resources specifically identified to be expended for the tire recycling program.</li> </ul>	County share of State tax on new tire sales.
	<ul style="list-style-type: none"> <li>• <b>Wireless Integrated Network</b> – Accounts for resources specifically identified to be expended for the management and operation of the regional public safety voice communications network.</li> </ul>	Membership fees collected from other governmental and medical services entities.
	<ul style="list-style-type: none"> <li>• <b>Other Special Revenue Funds</b> - Account for resources to be expended for various other programs of the County, including various probation programs, consumer protection programs, family support, antiracketeering programs, law library, etc.</li> </ul>	Federal and State grants. Antiracketeering funding is provided by court ordered forfeitures, diversion fees, and restitution payments.
Debt Service Fund	Accounts for the accumulation of resources for, and the payment of, long term debt principal and interest applicable to Governmental Funds. This fund manages the debt for Transportation bonds, Certificates of Participation, and General Obligation bonds. These tax revenues are <u>legally restricted to the purpose of payment of principal and interest on the County's debt</u> .	Secondary tax levy on real and personal property; transfers of Vehicle License Tax and Highway User revenues from the Transportation Special Revenue Fund for the payment of Transportation bonds; transfers for payment of Certificates of Participation.
Capital Projects Fund	Accounts for financial resources to be used for the acquisition or construction of major capital assets, including land, buildings, roads, streets, drainage ways, libraries, and parks (other than those financed by Proprietary Funds). These resources include debt proceeds that are <u>legally restricted to the purposes listed in the debt documents</u> and tax revenues that are <u>legally restricted to the purposes of the fund from which they are received</u> .	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.

# FINANCIAL STRUCTURE

Fund Type	Description	Funding Source
<b>PROPRIETARY FUNDS</b>		
Enterprise Funds	Account for operations that are financed and operated in a manner similar to private business enterprises. The funds generated by an Enterprise are from fees charged to external users and restricted to use within that fund. Enterprise funds within Pima County include the following:	
	<ul style="list-style-type: none"> <li>• <b>Development Services</b> - Accounts for the operations that provide zoning permits, enforce ordinances, and administer uniform building codes.</li> </ul>	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.
	<ul style="list-style-type: none"> <li>• <b>Parking Garages</b> - Accounts for the management and operation of nine parking facilities located in downtown Tucson.</li> </ul>	Parking fees from seven public parking garages and two parking lots owned by Pima County.
	<ul style="list-style-type: none"> <li>• <b>Regional Wastewater Reclamation</b> - Accounts for the management and operation of wastewater treatment and water pollution control facilities.</li> </ul>	Sewer user, sewer connection, and sanitation fees.
Internal Service Funds	Account for the financing of goods or services provided by one department to other departments of the County on a cost reimbursement basis. Internal Service funds include the following:	
	<ul style="list-style-type: none"> <li>• <b>Self-Insurance Trust Fund</b> - 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.</li> </ul>	Financed by charges to specific user departments and to the General Fund.

# FINANCIAL STRUCTURE

Fund Type	Description	Funding Source
<b>PROPRIETARY FUNDS (cont'd)</b>		
Internal Service Funds (cont'd)	<ul style="list-style-type: none"> <li>• <b>Health Benefits Trust</b> – 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.</li> </ul>	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"> <li>• <b>Other Internal Service Funds</b> - 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.</li> </ul>	Financed by fees and charges to user departments.
<b>FIDUCIARY FUNDS</b>	<b>Fiduciary funds do not include resources belonging to Pima County; therefore, they are not part of the County's budgeting process. The County does, however, have custodial responsibility for these funds and reports them in its Annual Comprehensive Financial Report.</b>	
Private-purpose Trust Funds	Account for assets held in trust by the Public Fiduciary for those individuals in which the Public Fiduciary serves as a court-appointed guardian, conservator, or estate administrator	
Custodial Funds	Accounts for assets held and invested by the County Treasurer on behalf of other governmental entities.	

**PIMA COUNTY**  
**DEPARTMENT/FUND MATRIX**  
**Fiscal Year 2022/2023**

<b>Department</b>	<b>General Fund</b>	<b>Special Revenue Fund</b>	<b>Debt Service Fund</b>	<b>Capital Projects Fund</b>	<b>Enterprise Fund</b>	<b>Internal Service Fund</b>
Analytics & Data Governance	X					
Assessor	X					
Attractions & Tourism		X				
Behavioral Health	X	X				
Board of Supervisors	X					
Capital Program Office	X					
Capital Projects				X		
Clerk of the Board	X					
Clerk of the Superior Court	X	X				
Communications Office	X					
Community & Workforce Development	X	X				
Constables	X	X				
County Administrator	X	X				
County Attorney	X	X				
County Free Library		X				
Development Services					X	
Elections	X	X				
Environmental Quality	X	X				
Facilities Management	X	X			X	X
Finance & Risk Management	X	X		X		X
Finance Contingency	X	X				
Finance Debt Service			X	X		
Finance General Government Revenue	X					
Finance Non Departmental	X					
Fleet Services						X
Grants Management & Innovation	X	X				
Health		X				
Human Resources	X					X
Information Technology	X					X
Justice Court Ajo	X	X				
Justice Court Green Valley	X	X				
Justice Court Tucson	X	X				
Justice Services	X	X				
Juvenile Court	X	X				
Medical Examiner	X	X				
Natural Resources, Parks & Recreation	X	X				
Office of Emergency Management & Homeland Security	X	X				

**PIMA COUNTY**  
**DEPARTMENT/FUND MATRIX**  
**Fiscal Year 2022/2023**

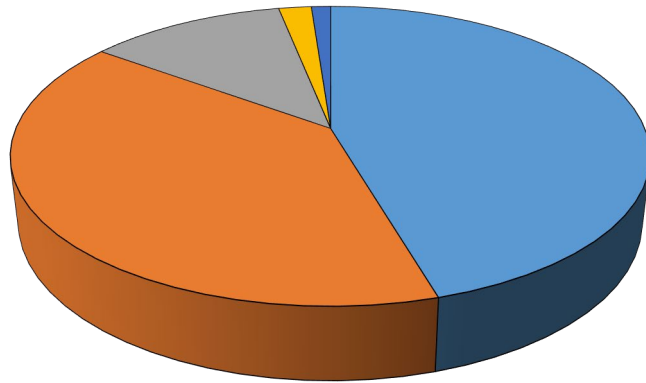
<b>Department</b>	<b>General Fund</b>	<b>Special Revenue Fund</b>	<b>Debt Service Fund</b>	<b>Capital Projects Fund</b>	<b>Enterprise Fund</b>	<b>Internal Service Fund</b>
Office of Sustainability & Conservation	X	X				
Pima Animal Care	X	X				
Procurement	X					
Public Defense Services	X	X				
Real Property Services	X	X				
Recorder	X	X				
Regional Flood Control District		X				
Regional Wastewater Reclamation					X	
Rocking K South CFD		X				
School Superintendent	X	X				
Sheriff	X	X				
Stadium District-Kino Sports Complex	X	X				
Superior Court	X	X				
Transportation		X				
Treasurer	X	X				
Wireless Integrated Network		X				X



# CONSOLIDATED OVERVIEW OF PIMA COUNTY BUDGET BY FUND

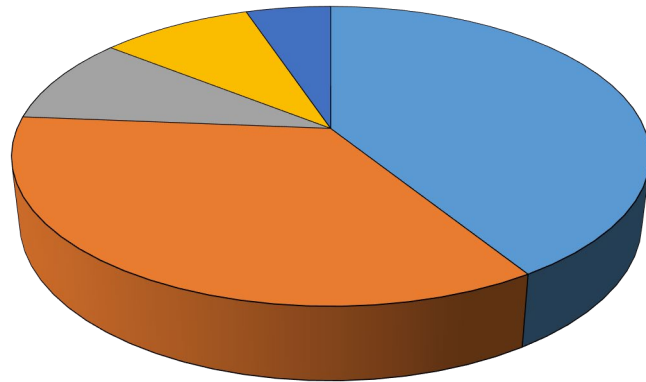
## REVENUES BY FUND

- Special Revenue 45.46%
- General Fund 39.56%
- Enterprise 11.85%
- Debt Service 1.97%
- Capital Projects 1.16%



## EXPENDITURES BY FUND

- Special Revenue 41.11%
- General Fund 35.18%
- Enterprise 9.40%
- Capital Projects 9.17%
- Debt Service 5.14%



Funding Sources	Estimated Beginning Fund Balance 2022/2023	Adopted Revenues 2022/2023	Adopted Expenditures 2022/2023	Other Financing Sources 2022/2023	Interfund Transfers In/(Out)	Estimated Ending Fund Balance
General Fund	137,789,053	652,935,604	(679,892,827)	-	(110,831,830)	-
Special Revenue Funds	101,851,697	750,181,795	(794,772,978)	4,000,000	8,765,359	70,025,873
Debt Service Funds	1,790,934	32,541,998	(99,266,568)	-	66,633,275	1,699,639
Capital Projects Funds	64,756,713	19,124,525	(177,183,899)	90,000,000	38,544,483	35,241,822
Enterprise Funds	194,444,846	195,654,227	(181,596,707)	-	(4,032,253)	204,470,113
<b>Total</b>	<b>500,633,243</b>	<b>1,650,438,149</b>	<b>(1,932,712,979)</b>	<b>94,000,000</b>	<b>(920,966)</b>	<b>311,437,447</b>

**NOTE 1:** Estimated Beginning Fund Balance 2022/23 amounts 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).

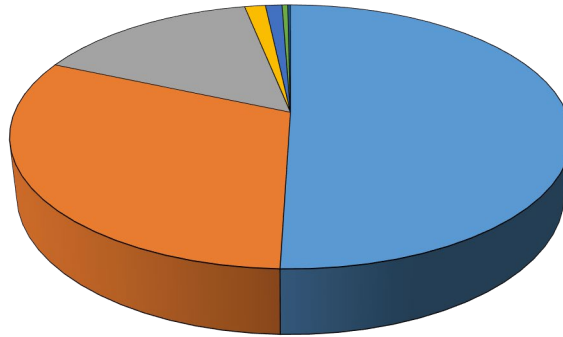
**NOTE 2:** Adopted Expenditures 2022/23 amounts do not include the impact of the following Capital Improvement Programs: Fleet Services totaling \$1,600,000, Regional Wastewater Reclamation totaling \$54,119,868, and Information Technology totaling \$5,042,000. Also excludes impact of the Regional Wastewater debt service principal payment of \$65,565,000.

**NOTE 3:** The above charts do not include Internal Service Funds.

# TOTAL PIMA COUNTY BUDGET BY SOURCE AND USE

## REVENUES

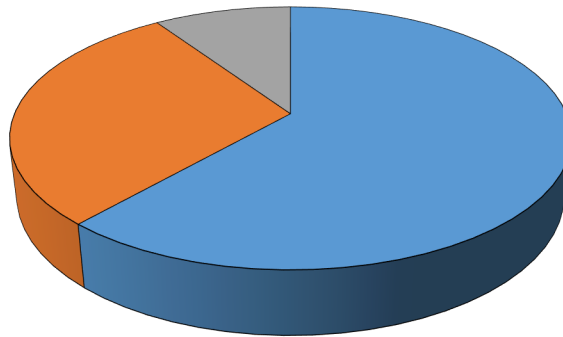
- Intergovernmental 50.49%
- Property Taxes 31.06%
- Charges for Services 15.30%
- Miscellaneous Revenue 1.43%
- Licenses & Permits 1.14%
- Fines & Forfeits 0.39%
- Investment Earnings 0.19%



	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b>REVENUES</b>			
Intergovernmental	435,196,124	740,275,292	833,266,640
Property Taxes	491,027,074	504,054,357	512,583,235
Charges for Services	258,490,780	249,658,567	252,558,740
Miscellaneous Revenue	26,542,161	21,763,174	23,636,703
Licenses & Permits	23,630,648	17,426,995	18,891,334
Fines & Forfeits	7,027,310	6,528,342	6,433,005
Investment Earnings	4,156,495	4,704,840	3,068,492
Gain or Loss on Disposal of Assets	4,983	-	-
<b>REVENUES TOTAL</b>	<b>1,246,075,575</b>	<b>1,544,411,567</b>	<b>1,650,438,149</b>

## EXPENDITURES

- Operating Expenses 61.51%
- Personnel Services 29.06%
- Capital Outlay 9.43%



	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b>EXPENDITURES</b>			
Operating Expenses	770,144,992	1,040,024,167	1,188,768,441
Personnel Services	495,101,417	803,764,804	561,622,457
Capital Outlay	65,150,902	271,811,236	182,322,081
<b>EXPENDITURES TOTAL</b>	<b>1,330,397,311</b>	<b>2,115,600,207</b>	<b>1,932,712,979</b>

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

**Pima County**  
**Revenues & Expenditures**  
**Fiscal Years 2020/2021 - 2022/2023**

	<b>Actual 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Estimated 2021/2022</b>	<b>Adopted 2022/2023</b>
<b><u>GENERAL FUND</u></b>				
<b>Revenue</b>				
Charges for Services	44,111,401	42,896,845	41,153,804	40,897,394
Fines & Forfeits	2,943,900	3,101,148	2,370,906	3,005,311
Gain or Loss on Disposal of Assets	2,328	-	713	-
Intergovernmental	204,658,888	182,939,111	211,035,707	203,833,299
Investment Earnings	914,355	402,777	622,521	804,129
Licenses & Permits	4,580,324	3,683,800	3,783,300	3,682,450
Miscellaneous Revenue	9,829,094	4,974,340	15,355,200	5,162,851
Property Taxes	365,899,331	379,653,403	378,189,000	395,550,170
<b>Total Revenue</b>	<b>632,939,621</b>	<b>617,651,424</b>	<b>652,511,151</b>	<b>652,935,604</b>
<b>Expenditures</b>				
Capital Equipment > \$5,000	2,224,394	534,092	569,711	785,592
Operating Expenses	212,381,892	300,793,384	248,696,677	301,233,233
Personnel Services	358,679,599	643,182,167	626,879,039	377,874,002
<b>Total Expenditures</b>	<b>573,285,885</b>	<b>944,509,643</b>	<b>876,145,427</b>	<b>679,892,827</b>
<b><u>SPECIAL REVENUE</u></b>				
<b>Revenue</b>				
Charges for Services	20,645,795	19,504,008	19,787,619	19,471,049
Fines & Forfeits	4,077,860	3,424,694	4,404,370	3,425,194
Gain or Loss on Disposal of Assets	2,655	-	323,569	-
Intergovernmental	221,496,827	548,016,395	527,766,432	623,836,537
Investment Earnings	1,357,073	1,001,014	928,628	847,353
Licenses & Permits	6,546,501	5,484,586	5,769,500	5,520,251
Miscellaneous Revenue	13,989,980	13,867,185	26,000,262	12,403,015
Property Taxes	77,199,134	80,941,673	80,845,464	84,678,396
<b>Total Revenue</b>	<b>345,315,825</b>	<b>672,239,555</b>	<b>665,825,844</b>	<b>750,181,795</b>
<b>Expenditures</b>				
Capital Equipment > \$5,000	10,451,798	9,267,389	10,037,735	4,352,590
Debt Service	108,804	181,433	13,052	193,618
Depreciation	-	-	28,702	-
Operating Expenses	258,704,629	613,454,354	565,404,782	645,565,065
Personnel Services	101,856,645	124,413,076	122,931,916	144,661,705
<b>Total Expenditures</b>	<b>371,121,876</b>	<b>747,316,252</b>	<b>698,416,187</b>	<b>794,772,978</b>
<b><u>DEBT SERVICE</u></b>				
<b>Revenue</b>				
Intergovernmental	13,471	-	169	-
Investment Earnings	268,633	483,154	61,500	187,329
Miscellaneous Revenue	7,800	-	-	-
Property Taxes	47,928,609	43,459,281	43,459,281	32,354,669
<b>Total Revenue</b>	<b>48,218,513</b>	<b>43,942,435</b>	<b>43,520,950</b>	<b>32,541,998</b>

**Pima County**  
**Revenues & Expenditures**  
**Fiscal Years 2020/2021 - 2022/2023**

	<b>Actual 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Estimated 2021/2022</b>	<b>Adopted 2022/2023</b>
<b>Expenditures</b>				
Debt Service	66,974,953	71,516,692	70,840,867	55,467,590
Operating Expenses	54,733,175	37,976,139	37,617,097	43,798,978
<b>Total Expenditures</b>	<b>121,708,128</b>	<b>109,492,831</b>	<b>108,457,964</b>	<b>99,266,568</b>
<b><u>CAPITAL PROJECTS</u></b>				
<b>Revenue</b>				
Charges for Services	10,582,872	7,735,114	11,385,363	9,740,000
Intergovernmental	9,026,938	6,419,786	11,540,638	5,596,804
Investment Earnings	532,984	597,432	108,700	126,701
Miscellaneous Revenue	2,145,482	1,500,000	1,665,982	3,661,020
<b>Total Revenue</b>	<b>22,288,276</b>	<b>16,252,332</b>	<b>24,700,683</b>	<b>19,124,525</b>
<b>Expenditures</b>				
Capital Equipment > \$5,000	51,603,430	138,882,005	112,694,619	177,183,899
Operating Expenses	40,679,750	-	12,105	-
Personnel Services	1,719,733	-	-	-
<b>Total Expenditures</b>	<b>94,002,913</b>	<b>138,882,005</b>	<b>112,706,724</b>	<b>177,183,899</b>
<b><u>ENTERPRISE</u></b>				
<b>Revenue</b>				
Charges for Services	183,150,712	179,522,600	180,664,816	182,450,297
Fines & Forfeits	5,550	2,500	3,000	2,500
Intergovernmental	-	2,900,000	2,900,000	-
Investment Earnings	1,083,450	2,220,463	208,818	1,102,980
Licenses & Permits	12,503,823	8,258,609	11,177,725	9,688,633
Miscellaneous Revenue	569,805	1,421,649	1,001,505	2,409,817
<b>Total Revenue</b>	<b>197,313,340</b>	<b>194,325,821</b>	<b>195,955,864</b>	<b>195,654,227</b>
<b>Expenditures</b>				
Capital Equipment > \$5,000	1,532,270	4,551,500	4,182,056	2,069,550
Contra Expense	(1,532,266)	(4,527,500)	(4,182,056)	(2,069,550)
Debt Service	22,621,601	21,191,099	21,033,343	17,929,898
Depreciation	59,941,982	60,332,383	60,332,383	64,448,540
Gain or Loss on Disposal of Assets	871,276	-	273,618	-
Operating Expenses	53,998,206	57,682,433	58,221,052	60,131,519
Personnel Services	32,845,440	36,169,561	34,613,780	39,086,750
<b>Total Expenditures</b>	<b>170,278,509</b>	<b>175,399,476</b>	<b>174,474,176</b>	<b>181,596,707</b>
<b>TOTAL REVENUES</b>	<b>1,246,075,575</b>	<b>1,544,411,567</b>	<b>1,582,514,492</b>	<b>1,650,438,149</b>
<b>TOTAL EXPENDITURES</b>	<b>1,330,397,311</b>	<b>2,115,600,207</b>	<b>1,970,200,478</b>	<b>1,932,712,979</b>

**Pima County**  
**Revenues & Expenditures**  
**Fiscal Years 2020/2021 - 2022/2023**

	<b>Actual 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Estimated 2021/2022</b>	<b>Adopted 2022/2023</b>
<b>THE FOLLOWING IS PROVIDED FOR INFORMATION PURPOSES ONLY</b>				
<b><u>INTERNAL SERVICE</u></b>				
<b>Revenue</b>				
Charges for Services	126,159,008	139,600,141	137,895,497	143,888,506
Gain or Loss on Disposal of Assets	(2)	(75,000)	-	-
Investment Earnings	771,179	2,546,883	(342,034)	1,179,182
Miscellaneous Revenue	5,734,978	4,260,730	5,458,630	5,058,778
<b>Total Revenue</b>	<b>132,665,163</b>	<b>146,332,754</b>	<b>143,012,093</b>	<b>150,126,466</b>
<b>Expenditures</b>				
Capital Equipment > \$5,000	6,515,796	6,065,000	5,228,622	8,038,840
Contra Expense	(8,145,662)	(6,065,000)	(5,228,623)	(8,038,840)
Depreciation	9,273,132	10,148,118	10,856,990	10,841,736
Gain or Loss on Disposal of Assets	(394,917)	-	(153,343)	-
Operating Expenses	108,290,791	122,466,256	116,737,183	132,421,865
Personnel Services	12,076,953	13,796,648	12,658,306	14,391,278
<b>Total Expenditures</b>	<b>127,616,093</b>	<b>146,411,022</b>	<b>140,099,135</b>	<b>157,654,879</b>
<b>TOTAL REVENUES ALL FUNDS</b>	<b>1,378,740,738</b>	<b>1,690,744,321</b>	<b>1,725,526,585</b>	<b>1,800,564,615</b>
<b>TOTAL EXPENDITURES ALL FUNDS</b>	<b>1,458,013,404</b>	<b>2,262,011,229</b>	<b>2,110,299,613</b>	<b>2,090,367,858</b>

## BUDGET IN BRIEF

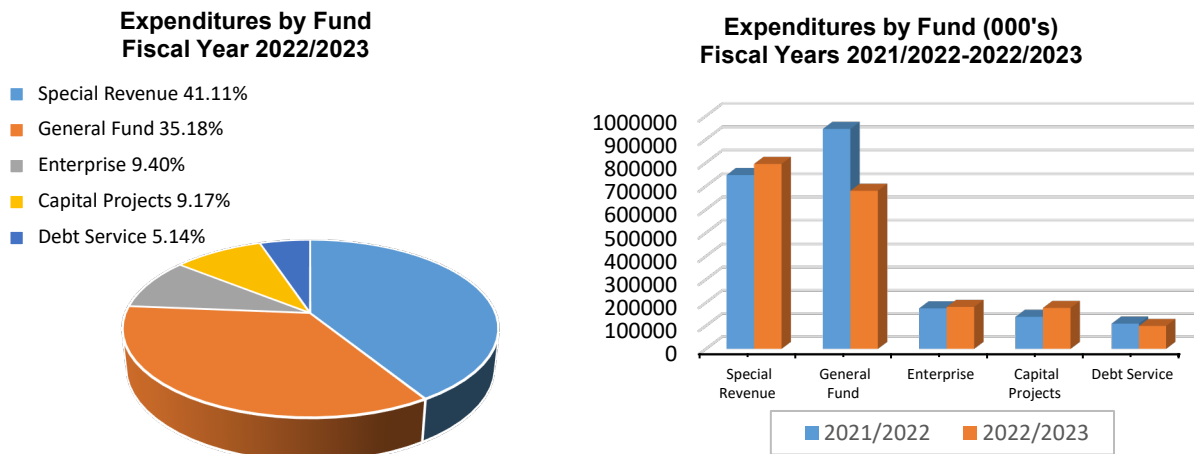
Arizona Revised Statute §42-17105 requires the Pima County Board of Supervisors to adopt a budget for each fiscal year. On July 5, 2022, the Board adopted the budget for fiscal year 2022/23, which covers the period from July 1, 2022 through June 30, 2023.

### Pima County's Fiscal Year 2022/23 Adopted Budget Includes:

- \$1.93 billion in expenditures
- \$1.65 billion in revenues
- \$286.8 million in operating transfers between the various operating funds
- \$99.3 million in total debt payments, including \$44.5 million in Certificates of Participation, \$32.4 million in General Obligation bonds, \$11.3 million in Transportation bonds, and \$11.1 million in Pension Obligations

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

### COMPARISON OF EXPENDITURES BY FUND



### GENERAL FUND:

The fiscal year (FY) 2022/23 Adopted Budget expenditure amount for the General Fund decreased by \$264.6 million from the prior year. This large decrease is primarily due to the \$300.0 million that was included in the FY 2021/22 budget to make advance contributions to the Public Safety Personnel Retirement System (PSPRS) and the Correction Officer Retirement Plan (CORP) in order to greatly reduce the unfunded liabilities for these retirement plans. These were one-time contributions, which resulted in the large change when comparing the two fiscal years within the Finance Non Departmental budget. Another relatively large decrease is within the Community & Workforce Development department as this department included \$10.0 million in its FY 2021/22 budget for the Pima Early childhood Education Program, which was not included in its budget for FY 2022/23. This program was moved out of the General Fund to the Special Revenue Fund because the County is now utilizing American Rescue Plan Act (ARPA) funding for this

## **BUDGET IN BRIEF**

These large decreases are partially offset by a number of increases in various departments, the largest of which are in the Sheriff, Public Defense Services, and Superior Court departments. The Sheriff department increased by \$12.1 million primarily due to employee compensation increases, expansion of the body-worn camera program, and planned maintenance and repair of the adult detention center. Public Defense Services increased by \$5.4 million primarily due to employee compensation increases and an increase to outside contract attorneys resulting from a continuing increase in the number of case filings. Superior Court increased by \$4.2 million primarily due to consolidating the information technology division from Justice Court Tucson and from the expansion of its Courts security officers and customer service personnel.

### **SPECIAL REVENUE FUNDS:**

The FY 2022/23 Adopted Budget expenditure amount for the Special Revenue Fund increased by \$47.5 million from the FY 2021/22 amount. This is primarily due to a \$106.9 million increase within the Grants Management & Innovation (GMI) department for the continued spend down of the ARPA funding and other various COVID-19 related grants. The significant increase for the GMI department is mostly offset by a \$98.2 million decrease in the Finance Contingency department as the plan to spend down the ARPA funding was finalized. As a result of this plan, the budget to spend these monies moved out of the Finance Contingency department and into the GMI department as they are the oversight department for this grant funding. Similarly, the Health department budget increased by \$29.5 million in expenditures when compared to the prior year primarily due to the receipt of grant awards to support the COVID-19 pandemic response and recovery. This includes grant funding for testing, vaccination, and case investigation and contact tracing, as they have remained high-priority demands that require significant time, effort, and Another significant increase when compared to the prior year is a \$12.3 million increase in expenditures within the Facilities Management department. This is primarily due to deferred maintenance projects within the department's Facilities Renewal Fund, which is currently addressing substantial repairs and maintenance on aging County buildings and infrastructure. The costs for these projects have seen exponential increases due to supply chain constraints and inflation. The Community & Workforce Development department increased by \$10.1 million in expenditures compared to the prior year, primarily due to various grant awards with a primary focus on The Emergency Rental Assistance Program. This program is operated in conjunction with the City of Tucson and has scaled up activity significantly since 2021.

Other Special Revenue Fund department decreases partially offset the noted increases. The largest decrease is in the Transportation department, which decreased by \$14.6 million primarily due to a planned decrease in funding for the Pavement Preservation program. This program has primarily been funded by Certificates of Participation and supplemented by additional funding from the Transportation department's Highway User Revenue Fund and Vehicle License Tax revenues. The ultimate goal of the program is to improve all roadways in unincorporated Pima County to a pavement condition index of 80 by 2030.

## **BUDGET IN BRIEF**

### **DEBT SERVICE FUND:**

The FY 2022/23 Adopted Budget expenditure amount for the Debt Service Fund decreased by \$10.2 million when compared to the prior year. This is primarily due to a \$13.2 million decrease for General Obligation Bond debt service payments and a \$5.0 million decrease for Street and Highway Revenue Bond debt service payments in the Finance Debt Service department. These payments will decrease incrementally in the future as the County continues to pay down these outstanding debts and currently does not have any remaining General Obligation Bond authorization to issue new debt. These decreases are partially offset by an increase in debt service payments on Certificates of Participation of \$6.1 million and Pledged Revenue Obligations of \$1.8 million. The debt service payments on the Pledged Revenue Obligations will continue to increase until fiscal year 2028 when the debt service payments reach a high of \$28.6 million.

### **CAPITAL PROJECTS FUND:**

The FY 2022/23 Adopted Budget expenditure amount for the Capital Projects Fund increased by \$38.3 million from the FY 2021/22 amount. This is primarily due to an increase of \$27.3 million in projects for the Facilities Management department and an increase of \$8.0 million for a project in the Analytics and Data Governance department. The major Facilities Management department projects that are causing this increase are construction of the new Office of the Medical Examiner building, design of the Northwest Service Center, and façade improvements for the building at 130 W. Congress. The increase in the Analytics and Data Governance department is due to the planned implementation of a new Enterprise Resource Planning system. Similar to what was mentioned in the Special Revenue Fund section, the capital projects included in this year's adopted budget are expected to incur increased costs due to supply chain constraints and inflationary impacts on commodities and services.

For more information on the County's capital projects, please see the Capital Improvement Projects section starting on page 15-1.

### **ENTERPRISE FUND:**

The FY 2022/23 Adopted Budget expenditure amount for the Enterprise Fund increased by \$6.2 million when compared to the prior year. This is primarily due to an increase in the Regional Wastewater Reclamation (RWR) department of \$5.3 million due to employee compensation increases, rising costs on mandated regulatory compliance, contracts for services, supplies and utility rates. These costs are necessary to ensure that RWR is able to provide full-scale services to the Pima County community, and properly maintain its equipment and infrastructure.

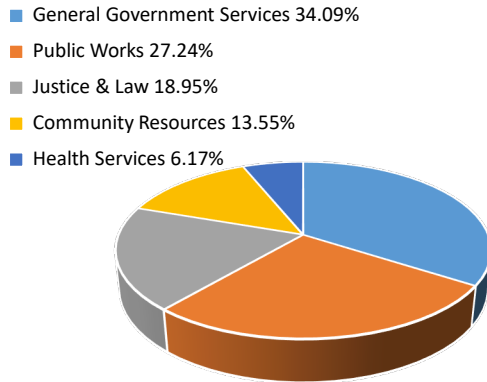
For more information on other departmental expenditure increases and decreases, please see the Functional Areas by Program sections on pages 10-1 through 15-25.



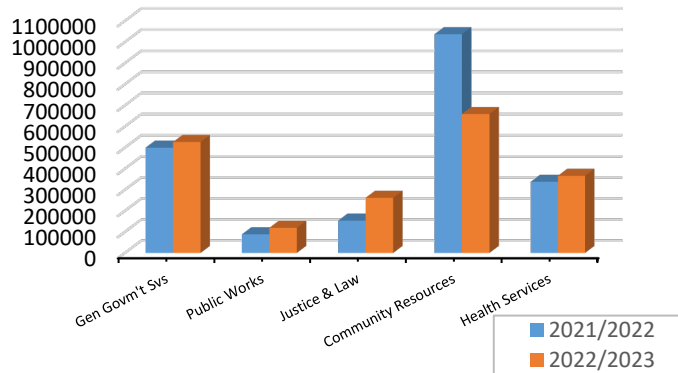
# BUDGET IN BRIEF

## COMPARISON OF EXPENDITURES BY FUNCTIONAL AREA

Expenditures by Function  
Fiscal Year 2022/2023



Expenditures by Function (000's)  
Fiscal Years 2021/2022-2022-2023



### GENERAL GOVERNMENT SERVICES

The FY 2022/23 Adopted Budget expenditure amount for the General Government Services functional area decreased by \$378.2 million compared to the prior year. This is primarily due to the large decrease of \$300.0 million in the Finance Non Departmental budget for advance contributions to the PSPRS and CORP made in FY 2021/22, as discussed in the General Fund section above. In addition, another large decrease of \$95.2 million results from moving budgeted amounts from the Finance Contingency department to the GMI department as discussed in the Special Revenue Fund section above. Further, the expenditures in the Finance Debt Service department decreased by \$10.2 million from the prior year, as discussed in the Debt Service Fund section of the Comparison of Expenditures by Fund.

These large decreases are partially offset by increases in expenditures totaling \$30.2 million in other General Government Services departments. The most significant increase is in the Facilities Management department, which increased by \$14.2 million. This increase is primarily due to the deferred maintenance projects referred to in the Special Revenue Fund section of the Comparison of Expenditures by Fund.

### COMMUNITY RESOURCES

The FY 2022/23 Adopted Budget expenditure amount for the Community Services functional area increased by \$108.7 million from the prior year. This is primarily due to a \$108.1 million increase in the Grants Management & Innovation department for the ARPA related grant funding as discussed in the Special Revenue Fund section of the Comparison of Expenditures by Fund.

### HEALTH SERVICES

The FY 2022/23 Adopted Budget expenditure amount for the Health Services functional area increased by \$31.0 million from the prior year. This is almost entirely due to the \$29.5 million increase in the Health department for grant awards to support the COVID-19 pandemic response and recovery as discussed in the Special Revenue Fund section of the Comparison of Expenditures by Fund.

## **BUDGET IN BRIEF**

### **JUSTICE & LAW**

The FY 2022/23 Adopted Budget expenditure amount for the Justice & Law functional area increased by \$28.3 million from the prior year. This increase is made up of an increases of \$9.9 million in the Sheriff department, \$6.3 million in the Public Defense Services department, and \$4.7 million in the Superior Court department. These increases are the result of the same items previously discussed in the General Fund section of the Comparison of Expenditures by Fund.

### **PUBLIC WORKS**

The FY 2022/23 Adopted Budget expenditure amount for the Public Works functional area increased by \$27.3 million from the prior year. This is due to the \$38.3 million increase in the Capital Projects department resulting from the \$27.3 million increase in projects for the Facilities Management department and an increase of \$8.0 million for a project in the Analytics and Data Governance department, as mentioned in the Capital Projects Fund section of the Comparison of Expenditures by Fund. In addition, the Regional Wastewater Reclamation department increased by \$5.3 million for the reasons previously discussed in the Enterprise Fund section of the Comparison of Expenditures by Fund.

These increases are partially offset by decreases in other Public Works departments totaling \$20.2 million. The largest decreases are for \$14.6 million in the Transportation department and \$4.3 million in the Real Property Services department. The decrease in the Transportation department is the result of the change in funding for the Pavement Preservation program as previously discussed in the Special Revenue Fund section of the Comparison of Expenditures by Fund. The decrease in the Real Property Services department is the result of the receipt of a grant in FY 2021/22 for the Readiness and Environmental Protection Integration program that the department does not expect to receive in FY 2022/23.

For more information on other departmental expenditure increases and decreases, please see the Functional Areas by Program sections on pages 10-1 through 15-25.

## **COMPARISON OF REVENUES**

For information on the County's revenue sources please see the Revenue Sources section on pages 9-1 through 9-51.

**Pima County**  
**Adopted Full-Time Equivalent Positions**  
**Fiscal Years 2021/2022 - 2022/2023**

Functional Area/Department	2022/2023			
	Adopted 2020/2021	Adopted 2021/2022	Adopted 2022/2023	Versus 2021/2022
<b>GENERAL GOVERNMENT SERVICES</b>				
Analytics & Data Governance	19.60	20.60	29.60	9.00
Assessor	114.00	143.00	143.00	-
Board of Supervisors	21.60	21.00	22.00	1.00
Clerk of the Board	17.00	19.00	19.00	-
County Administrator	16.55	19.55	22.30	2.75
Elections	65.50	35.25	44.75	9.50
Facilities Management	168.00	175.00	197.00	22.00
Finance & Risk Management	151.00	145.48	159.48	14.00
Human Resources	39.00	45.00	51.00	6.00
Information Technology	132.00	164.00	161.00	(3.00)
Office of Emergency Management & Homeland Security	8.00	8.00	8.00	-
Procurement	31.00	31.00	31.00	-
Recorder	82.48	83.00	96.75	13.75
Treasurer	32.50	32.50	31.50	(1.00)
Wireless Integrated Network	8.00	8.00	8.00	-
<b>TOTAL GENERAL GOVERNMENT SERVICES</b>	<b>906.23</b>	<b>950.38</b>	<b>1,024.38</b>	<b>74.00</b>
<b>COMMUNITY RESOURCES</b>				
Attractions & Tourism	9.15	9.00	9.53	0.53
Communications Office	20.00	29.50	33.00	3.50
Community & Economic Development Administration	4.00	5.00	-	(5.00)
Community & Workforce Development	165.15	183.46	214.94	31.48
County Free Library	377.13	377.00	366.50	(10.50)
Grants Management & Innovation	46.00	47.00	64.00	17.00
School Superintendent	19.95	18.45	19.05	0.60
Stadium District-Kino Sports Complex	65.74	64.75	64.74	(0.01)
<b>TOTAL COMMUNITY RESOURCES</b>	<b>707.12</b>	<b>734.16</b>	<b>771.76</b>	<b>37.60</b>
<b>HEALTH SERVICES</b>				
Behavioral Health	22.63	24.09	26.09	2.00
Health	319.65	373.68	436.71	63.03
Medical Examiner	35.00	39.00	41.00	2.00
Pima Animal Care	122.00	127.00	137.50	10.50
<b>TOTAL HEALTH SERVICES</b>	<b>499.28</b>	<b>563.77</b>	<b>641.30</b>	<b>77.53</b>

**Pima County**  
**Adopted Full-Time Equivalent Positions**  
**Fiscal Years 2021/2022 - 2022/2023**

Functional Area/Department	Adopted 2020/2021	Adopted 2021/2022	Adopted 2022/2023	2022/2023 Versus 2021/2022
JUSTICE & LAW				
Clerk of the Superior Court	192.00	194.00	191.88	(2.12)
Constables	13.00	14.00	14.00	-
County Attorney	409.00	407.00	407.00	-
Justice Court Ajo	8.80	8.75	8.50	(0.25)
Justice Court Green Valley	8.00	8.00	8.00	-
Justice Court Tucson	119.00	113.50	104.50	(9.00)
Justice Services	-	-	7.00	7.00
Juvenile Court	367.25	333.00	332.00	(1.00)
Public Defense Services	302.05	309.14	312.05	2.91
Sheriff	1,457.25	1,464.50	1,474.50	10.00
Superior Court	622.99	647.34	676.99	29.65
TOTAL JUSTICE & LAW	3,499.34	3,499.23	3,536.42	37.19
PUBLIC WORKS				
Capital Program Office	-	7.00	10.00	3.00
Development Services	51.00	53.95	55.95	2.00
Environmental Quality	42.00	41.73	42.00	0.27
Natural Resources, Parks & Recreation	259.40	285.50	282.38	(3.12)
Office of Sustainability & Conservation	16.90	16.90	17.00	0.10
Public Works Administration	23.00	2.00	-	(2.00)
Real Property Services	-	10.50	11.00	0.50
Regional Flood Control District	57.00	60.38	57.50	(2.88)
Regional Wastewater Reclamation	418.00	406.00	402.00	(4.00)
Transportation	196.90	199.50	195.50	(4.00)
TOTAL PUBLIC WORKS	1,064.20	1,083.46	1,073.33	(10.13)
TOTAL ALL FUNCTIONAL AREAS (not including Internal Service Fund)	6,676.17	6,831.00	7,047.19	216.19
THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY				
INTERNAL SERVICE FUND				
GENERAL GOVERNMENT SERVICES				
Facilities Management	9.00	9.00	9.00	-
Finance & Risk Management	4.00	5.00	4.00	(1.00)
Fleet Services	54.00	54.00	61.50	7.50
Human Resources	17.00	16.00	16.00	-
Information Technology	76.00	76.00	76.00	-
Wireless Integrated Network	4.00	4.00	5.00	1.00
TOTAL GENERAL GOVERNMENT SERVICES	164.00	164.00	171.50	7.50
TOTAL ALL FUNDS (including Internal Svs Fund)	6,840.17	6,995.00	7,218.69	223.69

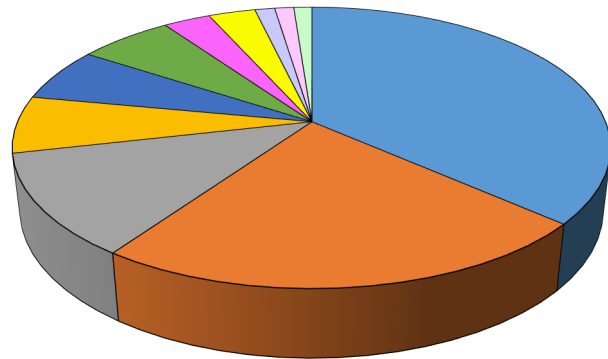
**NOTE: Slight FTE differences between reports are due to rounding**

The following charts provide summary information for Pima County's fiscal year 2022/2023 Adopted Budget expenditures, revenues, and other funding sources for the Capital Projects Fund.

## Capital Improvement Program Overview\*

### EXPENSES BY CATEGORY

Facilities Management	36.50%
Transportation	23.22%
Regional Flood Control District	11.71%
Natural Resources, Parks & Recreation	6.56%
Analytics & Data Governance	6.21%
Stadium District-Kino Sports Complex	6.06%
Sheriff	3.04%
Environmental Quality	3.02%
Information Technology	1.28%
Capital Program Office	1.23%
Office of Sustainability & Conservation	1.17%

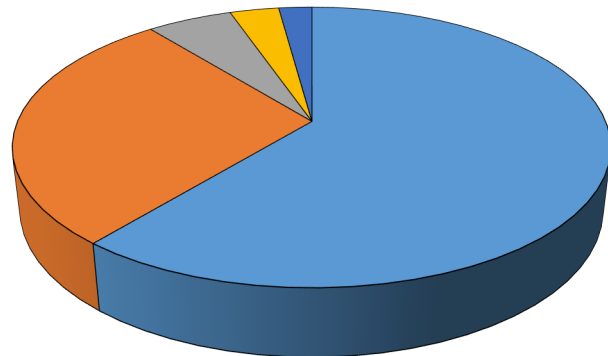


#### Expenses by Category

Facilities Management	64,680,000
Transportation	41,135,227
Regional Flood Control District	20,748,750
Natural Resources, Parks & Recreation	11,627,806
Analytics & Data Governance	11,000,000
Stadium District-Kino Sports Complex	10,742,000
Sheriff	5,378,616
Environmental Quality	5,350,000
Information Technology	2,264,000
Capital Program Office	2,177,500
Office of Sustainability & Conservation	2,080,000
	<b>177,183,899</b>

### SOURCES OF FUNDING

Operating Transfers/Fund Balance	60.98%
Bond/COPs Proceeds	28.22%
Charges for Services/Impact Fees	5.50%
Intergovernmental Revenue	3.16%
Investment/Miscellaneous Revenue	2.14%



#### Sources of Funding

Operating Transfers/Fund Balance	108,059,374
Bond/COPs Proceeds	50,000,000
Charges for Services/Impact Fees	9,740,000
Intergovernmental Revenue	5,596,804
Investment/Miscellaneous Revenue	3,787,721
	<b>177,183,899</b>

\*Capital Projects Fund only; does not include Enterprise and Internal Services projects. Refer to the Summary of Active Capital Improvement Projects for a complete list of all projects including enterprise and internal services projects and related expenditures.

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## FINANCIAL POLICIES

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

### **Adopt a Balanced Budget**

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

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

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

### **Adhere to a Well Defined Budgetary Process**

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

### **Promote Budget Accountability**

On July 12, 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 2022/23 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 required to provide outcome, quality, output, and/or efficiency performance measures in their program submissions. To highlight performance trends, departments report each program performance measure for a three-year period, the actual result for fiscal year 2020/21, the estimated result for fiscal year 2021/22, and the planned result for fiscal year 2022/23. As this type of presentation continues to evolve, the goal is for departmental budget submissions to include additional performance measures related to quality, outcome, and customer service.

## **FINANCIAL POLICIES (cont'd)**

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

The shifting of the State of Arizona budget costs to Pima County continues to have direct adverse impacts on the programs and services provided by the County in fiscal year 2022/23. 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 example of this process is the Restoration to Competency program. 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. This program was initially paid entirely by the State. Currently, the cost of this program has been either entirely or partially shifted to the counties. The same is true for the State Indigent Health program for fiscal year 2022/23 (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 \$106.4 million or 27.7 percent of our primary property tax rate of \$3.8764 per \$100 of net assessed value in fiscal year 2022/23.

### **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 2022/23, no funding was approved for supplemental requests.

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

#### Property Taxes

The General Fund tax rate remained unchanged from fiscal year 2021/22. The Regional Flood Control District decreased by \$0.0100, to \$0.3235 per \$100 of taxable net assessed value and the Library property tax be increased by \$0.0100, to \$0.5453 per \$100 of taxable net assessed value. The Debt Service secondary property tax rate decreased by \$0.1300 to \$0.3200. The total property tax rate for Pima County decreased from \$5.1952 to \$5.0652 per \$100 of assessed valuation, a net decrease of \$0.1300.

#### General Government Revenues Other Than Property Taxes

Excluding revenues related to primary property taxes, projected fiscal year 2022/23 general government revenue from all other sources is \$219 million, an increase of \$24 million from the fiscal year 2021/22 Adopted Budget. State shared sales taxes are expected to increase by \$22 million, while Vehicle License Tax revenue is expected to increase by approximately \$2 million.

#### State Shared Income Taxes

In the tax equity battle that occurred with the Arizona 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 Fund (HURF) funds, and state shared income tax each defining one leg of the stool. State shared sales tax equity was achieved first, followed by HURF funds 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.



## **FINANCIAL POLICIES (cont'd)**

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 \$65 million. If these income tax revenues were received, they could be used to further reduce the primary property tax by \$0.6591 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 is employed in thirteen other counties in Arizona. If the County had the ability to levy a local sales tax in fiscal year 2022/23, it would realize revenues of approximately \$97 million for the full year and would decrease the County's primary property tax rate by \$0.9784 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 (0.25 percent). If approved by the voters, this jail tax could reduce the County's primary property tax rate by \$0.4892 per \$100 of net taxable value and produce approximately \$49 million in revenue for the full year.

### **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.

### **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 combined fiscal year 2020/21 property tax rate decreased by a net \$0.2476 or 4.5 percent from the fiscal year 2019/20 rate of \$5.5584 to \$5.3108. The County regular primary property tax rate was reduced by \$0.0776 and the Debt Service secondary property tax rate was reduced by \$0.1700.

The combined fiscal year 2021/22 property tax rate decreased by a net \$0.1156 or 2.2 percent from the fiscal year 2020/21 rate of \$5.3108 to \$5.1952. The County regular primary property tax rate was reduced by \$0.0456 and the Debt Service secondary property tax rate was reduced by \$0.0700.

The combined fiscal year 2022/23 property tax rate decreased by a net \$0.1300 or 2.5 percent from the fiscal year 2021/22 rate of \$5.1952 to \$5.0652. The County regular primary property tax rate remained the same as last fiscal year and the Debt Service secondary property tax rate was reduced by \$0.1300.

## FINANCIAL POLICIES (cont'd)

**Table 1**  
**Comparison of Property Tax Rates\***

	FY 2020/21 Tax Rates	FY 2021/22 Tax Rates	FY 2022/23 Tax Rates
Pima County Primary (General Gov't)	\$ 3.9220	\$ 3.8764	\$ 3.8764
Debt Service	0.5200	0.4500	0.3200
Library District	0.5353	0.5353	0.5453
Regional Flood Control District	0.3335	0.3335	0.3235
Total	\$ 5.3108	\$ 5.1952	\$ 5.0652

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

In fiscal year 2022/23, Pima County will levy \$510 million in combined primary and secondary property taxes. The current year's levy is \$123 million or 31.8 percent more than the amount levied in fiscal year 2012/13.

### **Maintain an Adequate Ending General Fund Balance**

Over the past ten years, the unreserved ending General Fund balance ranged from an actual low of \$42.9 million for fiscal year 2013/14 to a high of \$148.2 million for fiscal year 2020/21. The Board of Supervisors has adopted an unreserved ending General Fund Balance of \$41.2 million for fiscal year 2022/23, which is approximately 6.3 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. The large variances over the years were primarily due to close monitoring of expenditures; State of Arizona Long Term Care System (ALTCS) payment adjustments; greater than estimated General Fund revenues from State, Federal and County sources; and management initiatives in such areas as energy, inmate health, and restoration to competency resulting in reduced costs. These efforts, in part, earned Pima County a General Obligation Bond Rating from Fitch Ratings, a national bond ratings company that rates Pima County debt issuances, of AAA from its previous AA starting in August of 2017. Pima County continues to maintain the AAA ratings on its bond indebtedness.

## FINANCIAL POLICIES (cont'd)

Table 2

### General Fund Unreserved Ending Fund Balance

	<u>Budgeted</u>	<u>Actual</u>	<u>% of Revenue</u>
Fiscal Year 2013/14	\$ 22,800,043	\$ 42,911,880	9.2
Fiscal Year 2014/15	\$ 17,474,480	\$ 48,072,425	9.2
Fiscal Year 2015/16	\$ 30,256,247	\$ 77,751,143	14.4
Fiscal Year 2016/17	\$ 61,240,853	\$ 97,718,018	17.5
Fiscal Year 2017/18	\$ 50,292,886	\$ 108,926,345	19.6
Fiscal Year 2018/19	\$ 40,342,558	\$ 102,109,649	17.9
Fiscal Year 2019/20	\$ 41,854,612	\$ 98,107,183	16.7
Fiscal Year 2020/21	\$ 49,337,687	\$ 148,191,927	23.7
Fiscal Year 2021/22	\$ 45,212,773	\$ 137,789,053*	21.1
Fiscal Year 2022/23	\$ 41,177,804	-	6.3

\* Projected amount

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

The Revenue Management 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. For fiscal year 2022/23 there are no major funds that require General Fund support to prevent the occurrence of negative cash deficits.

### 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 2022/23, budgeted expenditure authority in the Budget Stabilization Fund amounts to \$18,265,695 (see Table 3).

## FINANCIAL POLICIES (cont'd)

Table 3

### Budget Stabilization Fund

Emergency Reserve Fund	\$10,000,000
Affordable Housing	5,000,000
Juvenile Corrections State Cost Shift	1,726,000
General Contingency	1,039,695
Education Reimbursement Program	500,000
Total Budget Stabilization Fund	<hr/> \$18,265,695

### Grant Funding

Pima County receives significant grant funding from Federal, State, and local agencies. With the adoption of the fiscal year 1999/2000 budget, the Board directed that a policy be established 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](#).

In fiscal year 2017/18 the County Administrator authorized the creation of an internal department to manage the entire Pima County grants program from beginning to end. The Grants Management and Innovation department was established and included in the Adopted Budget for fiscal year 2018/19. Along with managing the grant process, the department seeks new innovative grant solutions to the long-term persistent and often perplexing problems that have direct impacts on Pima County residents.

### 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 currently overseen by four 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 sixteen 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, 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." Currently the County is continuing with its initiative to become and remain an employer of choice by including countywide salary increases and tuition reimbursement within the FY 2022/23 budget.

## FINANCIAL POLICIES (cont'd)

The following table summarizes the salary increases since fiscal year 2012/13:

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

<b>Fiscal Year</b>	<b>Salary Increase</b>
FY 2012/13	No general adjustment or anniversary 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 employee's 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 or anniversary 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 Deputy Sheriffs , sergeants, corrections officers, and corrections sergeants  Effective date of all adjustments is August 21, 2016
FY 2017/18	No general adjustment or anniversary increases awarded
FY 2018/19	2.5% general adjustment for all eligible employees effective pay period beginning July 8, 2018  1.0% general adjustment for all eligible employees earning \$50,000 or less per year effective pay period beginning January 6, 2019  \$23.50 per hour new minimum adjustment for all eligible Deputy Sheriffs in salary grade S1  \$21.50 per hour new minimum adjustment for all eligible Corrections Officers in salary grade G1  5% Retention Incentive adjustment for all eligible Deputy Sheriffs whose current base salary is \$22.98 to \$27.93 per hour and corrections officers whose current base salary is \$18.92 to \$24.10 per hour effective pay period beginning January 6, 2019
FY 2019/20	2.0% general adjustment for all eligible employees earning more than \$45,000 per year effective pay period beginning September 1, 2019  4.0% general adjustment for all eligible employees earning \$45,000 or less per year effective pay period beginning September 1, 2019  \$25.50 per hour new minimum adjustment for all eligible Deputy Sheriff's in salary grade S1  \$22.62 per hour new minimum adjustment for all eligible Deputy Trainees in salary grade S1  \$36.23 per hour new minimum adjustment for all eligible Sergeants in salary grade S2
FY 2020/21	2.75% to 26% market adjustments for Public Health Nurse classifications ranging from \$0.53 to \$8.73 per hour, effective April 25, 2021
FY 2021/22	\$15 per hour new minimum for all eligible employees effective pay period beginning July 4, 2021.
FY 2021/22	5.0% <u>general adjustment</u> effective pay period beginning October 10, 2021
FY 2022/23	8.5% general adjustment for employees earning \$35,000 or less per year  5.0% general adjustment for employees earning between \$35,001 and \$75,000 per year  3.0% general adjustment for employees earning between \$75,001 and \$150,000 per year  1.0% general adjustment for employees earning over \$150,001 per year

## FINANCIAL POLICIES (cont'd)

### 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 \$62.4 million in active bond projects fully or partially funded by bonds and \$1.15 billion in active non-bond projects resulting in a total capital improvement program of \$1.21 billion. The proposed Capital Improvement Program (CIP) for fiscal years 2022/23 – 2026/27 identifies, among other items: active projects, funding sources, debt profiles, unfunded needs, and a schedule of debt sales. The CIP currently has 108 capital improvement projects and a total of \$237.9 million budgeted for fiscal year 2022/23. Of this fiscal year amount, Regional Wastewater Reclamation funds \$54.1 million, Information Technology funds \$5.0 million, and Fleet Services funds \$1.6 million, with \$177.2 million approved in the fiscal year 2022/23 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	\$ 257.0	\$ 0.0
1997 Sewer Revenue Bonds	105.0	105.0	0.0
1997 Transportation Bonds	350.0	333.6	16.4
2004 General Obligation Bonds	582.2	582.2	0.0
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	22.0	0.0
Total	\$1,520.2	\$ 1,503.8	\$ 16.4

## FINANCIAL POLICIES (cont'd)

### 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 existing general obligation debt. The legal debt margin at June 30, 2021, was as follows (in thousands):

Net assessed valuation:		\$10,226,395
<u>Debt Limit (15% of net assessed valuation):</u>		\$1,533,959
<u>Amount of debt applicable to debt limit:</u>		
General obligation bonds outstanding	\$134,103	
Less net assets in debt service fund available for payment of general obligation bond principal	<u>(3,038)</u>	<u>131,065</u>
Legal debt margin available		<u>\$1,402,894</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. For fiscal year 2021/22, Street and Highway revenues were \$73,690,638, and \$11,290,607 in Street and Highway Revenue Bonds debt payment is budgeted in fiscal year 2022/23, providing over 6.5 times coverage.

#### Sewer Revenue Debt

There is no statutory legal debt limit on Sewer Revenue debt. Within the documents for Sewer Revenue debt, the County has provided a covenant to the debt holders that limits 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.

## **FINANCIAL POLICIES (cont'd)**

### **Certificates of Participation (COPs)**

There is no statutory legal debt limit on Certificates of Participation.

### **Pledged Revenue Obligations**

There is no statutory legal debt limit on Pledged Revenue Obligations.

### **Other Funding**

In addition to bond or debt financing, capital projects receive funding from: Federal and State aid; Regional Transportation Authority funds; contributions from homeowners' associations and developers; Flood Control District tax revenues; highway user revenue fees; 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, it 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 general obligation bond sales is premised upon voter authorization and pledges by the Board of Supervisors to maintain secondary property taxes for general obligation debt at or below \$0.815 per \$100 of net taxable assessed valuation. For fiscal year 2022/23, the secondary tax rate is \$0.3200 per \$100 of assessed valuation, which is a \$0.1300 reduction from the fiscal year 2021/22 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 2012/13.



## FINANCIAL POLICIES (cont'd)

Table 6

### Increases in Sewer User and Connection Fees

Fiscal Year	User Fees	Connection Fees
2012/13 (effective 7/1/2012)	10.00%	*
2013/14 (effective 7/1/2013)	10.00%	*
2014/15	0.00%	*
2015/16	0.00%	*
2016/17	0.00%	*
2017/18 (effective 6/1/2017)	3.00%	3.00%
2018/19	0.00%	0.00%
2019/20	0.00%	0.00%
2020/21	0.00%	0.00%
2021/22	0.00%	0.00%
2022/23	0.00%	0.00%

\* 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.

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## LONG-TERM NON-FINANCIAL AND STRATEGIC PLANNING

Pima County has developed a number of long-term countywide strategic plans over the last several years including:

- [Pima Prospers Comprehensive Plan](#)
- [Sonoran Desert Conservation Plan](#)
- [Sustainable Action Plan for County Operations - 2018-2025](#)
- [Pima County Economic Development Plan Update - 2019-2021](#)

Strategic Planning is an ongoing process for Pima County government as many components of the plans mentioned above are currently being reviewed to ensure that they converge into a comprehensive countywide plan with overarching goals. Continually progressing towards these overarching goals is an important aspect of our management approach, informs our business planning, and helps decision makers and the public to understand where we're going, how we are going to get there, and what we plan to achieve when we arrive.

### **Support Goals, Policies and Initiatives as Outlined in the Pima Prospers Strategic Plan**

Pima Prospers is the representative strategic plan for the County. The contents of Pima Prospers reflects many of the strategic initiatives contained in the other strategic plans listed above.

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 healthy communities) and focuses on people and the economy in general. It is the product of 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 and will change as necessary over its lifetime. The strategic comprehensive plan is the first to be viewed primarily on-line. This plan 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 and associated supporting individual departmental goals 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.

- Development Services - Provide timely planning services by reviewing at least 80% of rezoning and comprehensive plan amendment applications within 15 working days of submittal.
- Natural Resources, Parks and Recreation - Develop, implement, and monitor management plans for open space properties. Support the implementation of a Federal Section 10 Permit for Pima County Multi-species Conservation Plan and achieve the outcomes identified in the plan at the level of stewardship required by U.S. Fish and Wildlife to maintain the Permit. Monitor and provide operations maintenance support to maintain safe and functioning natural resource parks and open space lands.

## **LONG-TERM NON-FINANCIAL AND STRATEGIC PLANNING (cont'd)**

- Office of Sustainability and Conservation - Coordinate the ongoing implementation of the Sustainable Action Plan for County Operations 2018 - 2025 (SAPCO). Integrate sustainability principles into land use planning and county projects. Maintain the Certificate of Coverage Program to provide access to Federal Section 10 Permit for Pima County Multi-species Conservation Plan for County capital improvement projects and private development projects, and monitor participation for compliance.
- Real Property Services - Monitor all real property expenditures for Pima County departments through management, review, and approval of all appraisals and nominals, acquisition, and property management activities.
- Regional Flood Control District - 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.

**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.

- Transportation - Provide and maintain an effective multi-modal transportation network through timely, cost-effective, and helpful service delivery, and manage the transportation network to optimize functionality, safety, cost-effectiveness, and service levels.

**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.

- Community and Workforce Development - Prepare and stabilize workforce to meet industry needs and support job growth. 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. Provide low-skilled at-risk youth the necessary competencies to obtain sustainable employment, engage out-of-school youth in education and assist them to attain a high school diploma.
- County Free Library - Contribute to an economically vital and literate community by providing Pima County residents with information and materials through lending services, programs and classes, reference and information services, electronic information resources, and public access computers. Promoting workforce development and literacy for residents of all ages by providing opportunities in education, innovation, and community engagement.
- Environmental Quality - Maintain and protect the air and water quality of Pima County through business and community outreach and educational events.
- Health Services - Provide clinical, prevention, education and disease surveillance services in a variety of settings throughout Pima County. Maintain a trained, professional and engaged workforce delivering public health services in a supported and efficient fashion. Provide population based health services in the community where people live, learn, work and gather, promoting equitable access to care and opportunity to thrive.

## **LONG-TERM NON-FINANCIAL AND STRATEGIC PLANNING (cont'd)**

- Human Resources - 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.
- Natural Resources, Parks and Recreation - Provide activities to meet the unique interests of various age groups and populations, and offer age-appropriate, supervised activities in a welcoming and safe environment. Provide special interest classes, workshops, swimming classes, lifeguard and water safety instructor certification classes, sporting events, skill contests, teen and senior citizen enrichment programs, outdoor education, shooting sports education and training, community nutrition programs, related social services, and special events.
- Pima Animal Care Center - Protect the health and safety of pets and people in Pima County through education, support, and the enforcement of local laws and ordinances.
- Regional Flood Control District - Provide floodplain management plans that embody sound engineering principles and preserve natural resources and 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 Sonoran Desert Conservation Plan.
- Sheriff - 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.
- School Superintendent - Coordinate and assist with the development of educational service programs for educators, students, and parents in Pima County. 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 education diploma.

**Economic Development** - The economic development plan chapter of Pima Prospers 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.

- Community and Workforce 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. Identify opportunities to leverage funds with other County departments for greater community and economic development.
- Development Services - Provide timely plan review and inspection services by completing at least 80% of building plan reviews within 5 working days from the date of submittal, 99% of building inspections on the scheduled inspection date, and at least 80% of subdivision plat, development concept, and site construction reviews within 5 working days from the date of submittal.

## **LONG-TERM NON-FINANCIAL AND STRATEGIC PLANNING (cont'd)**

- Office of Sustainability and Conservation - Promote a sustainable and livable community with the conservation of Pima County's natural and cultural resources through the implementation of Board-adopted policies that promote environmental, social, and economic well-being of the region.
- Real Property Services - Work with other Pima County departments to produce and maintain a layer on Pima Maps for land available for economic development, and provide appraisal and other related services in connection with property that may be used for economic development. Take the lead in identifying available County-owned property for use in affordable housing development.

All the policies included in the plan are backed with implementation items and 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. The latest progress reports can be found at the links listed at the beginning of this section.

### **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: General Government Services, Community Resources, Health Services, Justice and 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 individual budget development.

### **Implement Strategic Planning Methodology and Performance Budgeting**

Pima County continued its traditional line item budget presentation utilizing a target base and has a program-oriented presentation of its budget. This approach allows for reviews by major funds and establishes departmental activities, function statements, goals, objectives, and their related performance measures. The emphasis on the performance aspect of the process remains an active component in budget development. The following function statements are the basis for the detailed strategic plans at the individual County department level.

**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.

**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.

**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.

## **LONG-TERM NON-FINANCIAL AND STRATEGIC PLANNING (cont'd)**

**Justice and Law** - encompasses 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.

**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.

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# STATE REPORTS

This section includes copies of Pima County's official State Budget Reports for fiscal year 2022/2023 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 of Revenues by Fund and Category

Schedule D - Summary of Other Financing Sources and Interfund Transfers

Schedule E - Summary of Expenditures by Fund and Department

Schedule F - Summary of Expenditures by Functional Area and Department

Schedule G - Summary of Personnel by Fund and Department

Pima County  
Summary Schedule of Estimated Revenues and Expenditures/Expenses Schedule A  
Fiscal Year 2022/2023  
Adopted

Fiscal Year	S c h	FUNDS					
		General Fund	Special Revenue Fund	Debt Service Fund	Capital Projects Fund	Enterprise Funds Available	Total All Funds
Adopted/Adjusted Budgeted							
2022 Expenditures/Expenses*	E	944,509,643	747,316,252	109,492,831	138,882,005	175,399,476	2,115,600,207
2022 Actual Expenditures/Expenses**	E	876,145,427	698,416,187	108,457,964	112,706,724	174,474,176	1,970,200,478
2023 Fund Balance/Net Position at July 1***		137,789,053	101,851,697	1,790,934	64,756,713	194,444,846	500,633,243
2023 Primary Property Tax Revenue	B	395,550,170	410,180	-	-	-	395,960,350
2023 Secondary Property Tax Revenue	B	-	84,268,216	32,354,669	-	-	116,622,885
2023 Estimated Revenues Other than Property Taxes	C	257,385,434	665,503,399	187,329	19,124,525	195,654,227	1,137,854,914
2023 Other Financing Sources*****	D	-	4,000,000	-	90,000,000	-	94,000,000
2023 Interfund Transfers In	D	7,173,672	121,513,936	66,633,275	90,801,560	-	286,122,443
2023 Interfund Transfers (Out)	D	118,005,502	112,748,577	-	52,257,077	4,032,253	287,043,409
2023 Total Financial Resources Available		679,892,827	864,798,851	100,966,207	212,425,721	386,066,820	2,244,150,426
2023 Budgeted Expenditures/Expenses****	E	679,892,827	794,772,978	99,266,568	177,183,899	181,596,707	1,932,712,979

**EXPENDITURE LIMITATION COMPARISON**

	2022	2023
Budgeted expenditures/expenses	\$ 2,115,600,207	\$ 1,932,712,979
Add/subtract: estimated net reconciling items	(148,695,000)	(137,251,000)
Budgeted expenditures/expenses adjusted for reconciling items	1,966,905,207	1,795,461,979
Less: estimated exclusions	1,343,276,972	1,141,487,370
Amount subject to the expenditure limitation	\$ 623,628,235	\$ 653,974,609
EEC expenditure limitation	\$ 623,628,236	\$ 653,974,610

\* Includes expenditure/expense adjustments approved in the current year from Schedule E.

\*\* Actual expenditures/expenses as of February 28, 2022, plus projected 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).

\*\*\*\* Fiscal year 2022/2023 amounts do not include the impact of the following Capital Improvement Programs: Fleet Services (\$1,600,000), Information Technology (\$5,042,000), and Regional Wastewater (\$54,119,868). Also excludes the impact of the Regional Wastewater debt service principal payment of \$65,565,000.

\*\*\*\*\* Fiscal year 2022/2023 amounts do not include \$40,000,000 of Debt Proceeds that are to be issued to cover Capital Improvement Program Expenditures within the Regional Wastewater Enterprise Fund.

**Pima County**  
**Summary of Tax Levy and Tax Rate Information Schedule B**  
**Fiscal Year 2022/2023**

	<b>2021/2022 FISCAL YEAR</b>	<b>2022/2023 FISCAL YEAR</b>
<b>Maximum allowable primary property tax levy per A.R.S. §42-17051 (A).</b>	<b>\$ 478,601,984</b>	<b>\$ 496,113,556</b>
<b>Amount received from primary property taxation in fiscal year 2020/219 in excess of the sum of that year's maximum allowable primary property tax levy A.R.S. §42-17102 (A) (18).</b>		
<b>Property Tax Levy Amount</b>		
<b>Primary Property Taxes</b>		
General Fund Primary	\$ 375,861,572	\$ 392,781,054
<b>Total Primary Property Taxes</b>	<b>\$ 375,861,572</b>	<b>\$ 392,781,054</b>
<b>Secondary Property Taxes</b>		
General Fund-Override Election	\$ -	\$ -
Debt Service	43,632,677	32,424,398
Flood Control District	29,329,496	29,639,879
Library District	51,903,493	55,253,201
Fire Assistance District	3,820,281	3,890,926
<b>Total Secondary Property Taxes</b>	<b>\$ 128,685,947</b>	<b>\$ 121,208,404</b>
<b>Total Property Tax Levy Amounts</b>	<b>\$ 504,547,519</b>	<b>\$ 513,989,458</b>
<b>Property Taxes Collected *</b>		
<b>Primary Property Taxes</b>		
2021/22 Year's Levy	\$ 368,086,000	
Prior Years' Levy	4,455,300	
<b>Total Primary Property Taxes</b>	<b>\$ 372,541,300</b>	
<b>Secondary property taxes</b>		
2021/22 Year's Levy	\$ 126,044,854	
Prior Years' Levy	1,615,793	
<b>Total Secondary Property Taxes</b>	<b>\$ 127,660,647</b>	
<b>Total Property Taxes Collected</b>	<b>\$ 500,201,947</b>	
<b>Property Tax Rates</b>		
<b>County Tax Rate</b>		
<b>Primary Property Tax Rate</b>		
General Fund Primary	\$ 3.8764	\$ 3.8764
<b>Total Primary Property Tax Rate</b>	<b>\$ 3.8764</b>	<b>\$ 3.8764</b>
<b>Secondary Property Tax Rate</b>		
General Fund-Override Election	\$ -	\$ -
Debt Service	0.4500	0.3200
Flood Control District	0.3335	0.3235
Library District	0.5353	0.5453
Fire District Assistance	0.0394	0.0384
<b>Total Secondary Property Tax Rates</b>	<b>\$ 1.3582</b>	<b>\$ 1.2272</b>
<b>Total County Tax Rate</b>	<b>\$ 5.2346</b>	<b>\$ 5.1036</b>
<b>Special Assessment District Tax Rates</b>		
<b>Secondary Property Tax Rates</b>	See Second Page	See Second Page

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

**Pima County**  
**Summary of Tax Levy and Tax Rate Information Schedule B**  
**Fiscal Year 2022/2023**

	<b>2021/2022</b>	<b>2022/2023</b>
	<b>FISCAL YEAR</b>	<b>FISCAL YEAR</b>
<b>Special Assessment District Tax Rates</b>		
<b>Secondary Property Tax Rates</b> <small>(Continued)</small>		
<b>Street Lighting Improvement Districts</b>		
Cardinal Est.	\$ 1.2826	\$ 1.1563
Carriage Hills Est. No. 1	\$ 0.2534	\$ 0.2706
Carriage Hills Est. No. 3	\$ 0.0949	\$ 0.1614
Desert Steppes	\$ 0.2118	\$ 0.2249
Hermosa Hills Estates	\$ 0.1212	\$ 0.1169
Lakeside #1	\$ 0.2524	\$ 0.2556
Littletown	\$ 0.7709	\$ 1.0219
Longview Est. #1	\$ 0.2620	\$ 0.2787
Longview Est. #2	\$ 0.2580	\$ 0.2755
Mañana Grande B	\$ 0.2412	\$ 0.2566
Mañana Grande C	\$ 0.3275	\$ 0.3482
Midvale Park	\$ 0.1595	\$ 0.1803
Mortimore Addition	\$ 0.6369	\$ 0.5820
Oaktree No. 1	\$ 1.9774	\$ 2.0707
Oaktree No. 2	\$ 2.2386	\$ 2.2096
Oaktree No. 3	\$ 3.2302	\$ 3.1792
Orange Grove Valley	\$ 0.3582	\$ 0.3796
Peach Valley	\$ 0.5268	\$ 0.6451
Peppertree Ranch	\$ 0.0775	\$ 0.0836
Rolling Hills	\$ 0.1706	\$ 0.2255
Salida Del Sol	\$ 1.8074	\$ 1.7976
<b>Other Improvement Districts</b>		
Hayhook Ranch Improvement District	\$ 5.1838	\$ 4.9592
<b>Community Facilities Districts</b>		
Rocking K South		
Maintenance & Operation	\$ 0.5000	\$ 0.5000
Bond Indebtedness	\$ 2.3000	\$ 2.3000

**Pima County**  
**Summary of Revenues by Fund and Category Schedule C**  
**Fiscal Year 2022/2023**

<b>Sources of Revenues</b>	<b>Adopted Revenues 2021/2022</b>	<b>Estimated Revenues 2021/2022*</b>	<b>Adopted Revenues 2022/2023</b>
<b><u>GENERAL FUND</u></b>			
<b>Property Taxes</b>			
Interest on Delinquent Taxes	6,100,000	5,200,000	5,400,000
Penalties on Delinquent Taxes	496,000	450,000	450,000
Personal Property Taxes	11,207,537	11,829,000	11,827,511
Real Property Taxes	361,849,866	360,710,000	377,872,659
<b>Total Property Taxes</b>	<b>379,653,403</b>	<b>378,189,000</b>	<b>395,550,170</b>
<b>Licenses &amp; Permits</b>			
Licenses and Permits	3,683,800	3,783,300	3,682,450
<b>Total Licenses &amp; Permits</b>	<b>3,683,800</b>	<b>3,783,300</b>	<b>3,682,450</b>
<b>Intergovernmental</b>			
Alcoholic Beverages	75,050	46,000	75,900
Auto Lieu Tax	34,237,000	33,000,000	36,243,000
Federal Grants & Aid	5,058,873	4,819,092	4,914,146
Other Local Governments	5,774,247	5,633,726	1,333,864
Sales Tax & Use	132,000,000	160,000,000	154,000,000
State Grants & Aid	1,005,941	1,236,889	1,470,389
Transient Lodging Tax	4,788,000	6,300,000	5,796,000
<b>Total Intergovernmental</b>	<b>182,939,111</b>	<b>211,035,707</b>	<b>203,833,299</b>
<b>Charges for Services</b>			
Animal Control Fees	86,258	74,132	86,258
Collections Fees	52,000	13,819	51,500
Contributions for Administrative Overhead	17,715,017	17,715,017	16,658,843
Correctional Housing	6,800,000	6,700,000	6,800,000
Court Fees	5,337,207	4,301,308	5,037,084
Facility Fees	893,925	904,730	906,275
General Government	9,217,510	8,774,415	8,467,824
Health Fees	1,374,150	1,619,576	1,383,300
Interdepartmental Fees	300,500	(184,547)	300,000
Other Miscellaneous Fees	570,750	589,750	570,750
Other Miscellaneous Revenue	7,000	17,995	7,000
Sheriff Department Fees	541,878	626,339	627,910
Veterinary Charges	650	1,270	650
<b>Total Charges for Services</b>	<b>42,896,845</b>	<b>41,153,804</b>	<b>40,897,394</b>
<b>Fines &amp; Forfeits</b>			
Justice Court Fines & Forfeits	2,580,731	1,871,213	2,535,123
Other Fines & Forfeits	306,735	286,011	243,210
Superior Court Fines & Forfeits	213,682	213,682	226,978
<b>Total Fines &amp; Forfeits</b>	<b>3,101,148</b>	<b>2,370,906</b>	<b>3,005,311</b>
<b>Investment Earnings</b>			
Investment Earnings	402,777	622,521	804,129
<b>Total Investment Earnings</b>	<b>402,777</b>	<b>622,521</b>	<b>804,129</b>

**Pima County**  
**Summary of Revenues by Fund and Category Schedule C**  
**Fiscal Year 2022/2023**

<b>Sources of Revenues</b>	<b>Adopted Revenues 2021/2022</b>	<b>Estimated Revenues 2021/2022*</b>	<b>Adopted Revenues 2022/2023</b>
<b>Miscellaneous Revenue</b>			
Other Miscellaneous Revenue	3,487,966	13,828,843	3,440,487
Overages and Shortages	(6,000)	(6,017)	(6,000)
Rents & Royalties	1,492,374	1,532,374	1,728,364
<b>Total Miscellaneous Revenue</b>	<b>4,974,340</b>	<b>15,355,200</b>	<b>5,162,851</b>
<b>Total Gain or Loss on Disposal of Assets</b>	<b>-</b>	<b>713</b>	<b>-</b>
<b>TOTAL GENERAL FUND REVENUE</b>	<b>617,651,424</b>	<b>652,511,151</b>	<b>652,935,604</b>
<b><u>SPECIAL REVENUE FUND</u></b>			
<b>Attractions &amp; Tourism</b>			
Charges for Services	36,025	102,898	118,200
Intergovernmental	912,000	1,200,000	1,104,000
Investment Earnings	25,000	9,040	11,592
Miscellaneous Revenue	46,780	61,750	22,562
<b>Total Attractions &amp; Tourism</b>	<b>1,019,805</b>	<b>1,373,688</b>	<b>1,256,354</b>
<b>Behavioral Health</b>			
Intergovernmental	527,883	723,406	674,802
<b>Total Behavioral Health</b>	<b>527,883</b>	<b>723,406</b>	<b>674,802</b>
<b>Clerk of the Superior Court</b>			
Charges for Services	687,140	687,140	670,841
Intergovernmental	844,388	844,388	24,243
Investment Earnings	16,989	4,804	16,133
<b>Total Clerk of the Superior Court</b>	<b>1,548,517</b>	<b>1,536,332</b>	<b>711,217</b>
<b>Community &amp; Workforce Development</b>			
Intergovernmental	56,183,649	53,445,922	68,472,744
Investment Earnings	10,525	13,474	6,080
Miscellaneous Revenue	3,352,018	2,205,606	1,636,218
<b>Total Community &amp; Workforce Development</b>	<b>59,546,192</b>	<b>55,665,002</b>	<b>70,115,042</b>
<b>Constables</b>			
Intergovernmental	-	-	35,000
Miscellaneous Revenue	35,000	35,000	-
<b>Total Constables</b>	<b>35,000</b>	<b>35,000</b>	<b>35,000</b>
<b>County Administrator</b>			
Intergovernmental	1,247,809	147,444	-
Miscellaneous Revenue	492,514	595,738	-
<b>Total County Administrator</b>	<b>1,740,323</b>	<b>743,182</b>	<b>-</b>

**Pima County**  
**Summary of Revenues by Fund and Category Schedule C**  
**Fiscal Year 2022/2023**

<b>Sources of Revenues</b>	<b>Adopted Revenues 2021/2022</b>	<b>Estimated Revenues 2021/2022*</b>	<b>Adopted Revenues 2022/2023</b>
<b>County Attorney</b>			
Fines & Forfeits	3,343,894	4,345,107	3,343,894
Intergovernmental	6,908,586	5,528,674	8,044,985
Investment Earnings	212,300	139,856	158,300
Miscellaneous Revenue	161,663	140,154	200,000
<b>Total County Attorney</b>	<b>10,626,443</b>	<b>10,153,791</b>	<b>11,747,179</b>
<b>County Free Library</b>			
Charges for Services	570,000	570,000	530,000
Intergovernmental	211,000	223,651	265,000
Investment Earnings	175,000	82,500	70,000
Miscellaneous Revenue	407,950	437,517	415,950
Property Taxes	51,502,100	51,438,100	54,808,104
<b>Total County Free Library</b>	<b>52,866,050</b>	<b>52,751,768</b>	<b>56,089,054</b>
<b>Elections</b>			
Intergovernmental	150,000	600,438	243,100
<b>Total Elections</b>	<b>150,000</b>	<b>600,438</b>	<b>243,100</b>
<b>Environmental Quality</b>			
Charges for Services	-	(4,017)	-
Intergovernmental	2,702,760	2,295,673	2,342,342
Investment Earnings	79,500	23,505	41,000
Licenses & Permits	2,400,560	2,596,000	2,378,520
Miscellaneous Revenue	19,500	2,524	2,500
<b>Total Environmental Quality</b>	<b>5,202,320</b>	<b>4,913,685</b>	<b>4,764,362</b>
<b>Facilities Management</b>			
Charges for Services	-	4,913	28,258
Intergovernmental	150,000	150,000	-
Investment Earnings	100,000	36,234	30,000
Miscellaneous Revenue	6,382,269	6,401,631	6,291,244
<b>Total Facilities Management</b>	<b>6,632,269</b>	<b>6,592,778</b>	<b>6,349,502</b>
<b>Finance &amp; Risk Management</b>			
Investment Earnings	-	233	-
Miscellaneous Revenue	107,200	107,200	-
Property Taxes	272,718	275,432	297,217
<b>Total Finance &amp; Risk Management</b>	<b>379,918</b>	<b>382,865</b>	<b>297,217</b>
<b>Finance Contingency</b>			
Intergovernmental	350,000,000	242,956,111	250,000,000
Investment Earnings	-	300,000	-
<b>Total Finance Contingency</b>	<b>350,000,000</b>	<b>243,256,111</b>	<b>250,000,000</b>
<b>Grants Management &amp; Innovation</b>			
Intergovernmental	957,000	49,777,069	121,404,590
Miscellaneous Revenue	-	10,289,050	-
<b>Total Grants Management &amp; Innovation</b>	<b>957,000</b>	<b>60,066,119</b>	<b>121,404,590</b>

**Pima County**  
**Summary of Revenues by Fund and Category Schedule C**  
**Fiscal Year 2022/2023**

<b>Sources of Revenues</b>	<b>Adopted Revenues 2021/2022</b>	<b>Estimated Revenues 2021/2022*</b>	<b>Adopted Revenues 2022/2023</b>
<b>Health</b>			
Charges for Services	2,138,736	2,733,259	2,795,414
Intergovernmental	13,244,981	54,950,212	44,573,132
Investment Earnings	12,000	-	12,000
Licenses & Permits	2,173,526	2,700,000	2,608,231
Miscellaneous Revenue	584,997	939,509	325,457
<b>Total Health</b>	<b>18,154,240</b>	<b>61,322,980</b>	<b>50,314,234</b>
<b>Justice Court Ajo</b>			
Charges for Services	7,213	6,988	8,007
Fines & Forfeits	2,000	2,000	2,500
Investment Earnings	-	225	-
Miscellaneous Revenue	878	381	580
<b>Total Justice Court Ajo</b>	<b>10,091</b>	<b>9,594</b>	<b>11,087</b>
<b>Justice Court Green Valley</b>			
Charges for Services	33,488	22,863	32,466
Fines & Forfeits	1,800	1,800	1,800
Investment Earnings	-	1,042	-
<b>Total Justice Court Green Valley</b>	<b>35,288</b>	<b>25,705</b>	<b>34,266</b>
<b>Justice Court Tucson</b>			
Charges for Services	825,000	689,408	855,000
Fines & Forfeits	70,000	36,056	70,000
Investment Earnings	-	3,746	-
<b>Total Justice Court Tucson</b>	<b>895,000</b>	<b>729,210</b>	<b>925,000</b>
<b>Justice Services</b>			
Intergovernmental	-	-	495,000
Miscellaneous Revenue	-	-	597,831
<b>Total Justice Services</b>	<b>-</b>	<b>-</b>	<b>1,092,831</b>
<b>Juvenile Court</b>			
Charges for Services	265,250	205,250	286,375
Fines & Forfeits	4,000	4,000	4,000
Intergovernmental	7,231,430	6,297,843	7,303,685
Investment Earnings	58,355	42,358	58,615
Miscellaneous Revenue	6,000	6,000	6,000
<b>Total Juvenile Court</b>	<b>7,565,035</b>	<b>6,555,451</b>	<b>7,658,675</b>
<b>Medical Examiner</b>			
Charges for Services	38,280	14,550	33,950
Intergovernmental	49,803	137,424	-
Investment Earnings	2,200	1,064	2,600
Miscellaneous Revenue	30,020	25,352	33,950
<b>Total Medical Examiner</b>	<b>120,303</b>	<b>178,390</b>	<b>70,500</b>



**Pima County**  
**Summary of Revenues by Fund and Category Schedule C**  
**Fiscal Year 2022/2023**

<b>Sources of Revenues</b>	<b>Adopted Revenues 2021/2022</b>	<b>Estimated Revenues 2021/2022*</b>	<b>Adopted Revenues 2022/2023</b>
<b>Natural Resources, Parks &amp; Recreation</b>			
Charges for Services	132,000	254,519	231,000
Gain or Loss on Disposal of Assets	-	289,767	-
Intergovernmental	35,000	79,524	-
Investment Earnings	61,000	17,643	29,700
Miscellaneous Revenue	817,500	1,049,824	1,262,100
<b>Total Natural Resources, Parks &amp; Recreation</b>	<b>1,045,500</b>	<b>1,691,277</b>	<b>1,522,800</b>
<b>Office of Emergency Management &amp; Homeland Security</b>			
Intergovernmental	881,168	946,695	875,652
<b>Total Office of Emergency Management &amp; Homeland Security</b>	<b>881,168</b>	<b>946,695</b>	<b>875,652</b>
<b>Office of Sustainability &amp; Conservation</b>			
Intergovernmental	20,000	-	20,000
<b>Total Office of Sustainability &amp; Conservation</b>	<b>20,000</b>	<b>-</b>	<b>20,000</b>
<b>Pima Animal Care</b>			
Investment Earnings	5,200	1,550	5,200
Miscellaneous Revenue	746,588	2,455,762	339,064
<b>Total Pima Animal Care</b>	<b>751,788</b>	<b>2,457,312</b>	<b>344,264</b>
<b>Public Defense Services</b>			
Intergovernmental	2,090,217	2,083,256	3,122,379
Investment Earnings	3,365	3,484	3,365
Miscellaneous Revenue	300	3,620	300
<b>Total Public Defense Services</b>	<b>2,093,882</b>	<b>2,090,360</b>	<b>3,126,044</b>
<b>Real Property Services</b>			
Intergovernmental	5,150,000	5,150,000	750,000
<b>Total Real Property Services</b>	<b>5,150,000</b>	<b>5,150,000</b>	<b>750,000</b>
<b>Recorder</b>			
Charges for Services	961,538	961,538	900,000
Intergovernmental	300,000	300,000	300,000
Investment Earnings	-	2,208	-
<b>Total Recorder</b>	<b>1,261,538</b>	<b>1,263,746</b>	<b>1,200,000</b>
<b>Regional Flood Control District</b>			
Charges for Services	1,274,100	1,269,332	774,100
Fines & Forfeits	3,000	12,694	3,000
Gain or Loss on Disposal of Assets	-	33,802	-
Intergovernmental	1,774,344	1,540,186	3,619,344
Investment Earnings	100,000	28,868	89,519
Licenses & Permits	3,500	3,500	3,500
Miscellaneous Revenue	93,900	94,410	93,800
Property Taxes	29,143,400	29,103,900	29,460,112
<b>Total Regional Flood Control District</b>	<b>32,392,244</b>	<b>32,086,692</b>	<b>34,043,375</b>

**Pima County**  
**Summary of Revenues by Fund and Category Schedule C**  
**Fiscal Year 2022/2023**

<b>Sources of Revenues</b>	<b>Adopted Revenues 2021/2022</b>	<b>Estimated Revenues 2021/2022*</b>	<b>Adopted Revenues 2022/2023</b>
<b>Rocking K South CFD</b>			
Investment Earnings	10,000	60	530
Property Taxes	21,155	25,732	111,963
<b>Total Rocking K South CFD</b>	<b>31,155</b>	<b>25,792</b>	<b>112,493</b>
<b>School Superintendent</b>			
Charges for Services	380,000	380,000	-
Intergovernmental	1,710,000	1,710,000	1,864,610
<b>Total School Superintendent</b>	<b>2,090,000</b>	<b>2,090,000</b>	<b>1,864,610</b>
<b>Sheriff</b>			
Charges for Services	2,860,000	2,660,000	2,710,000
Intergovernmental	6,152,119	3,738,928	3,823,435
Investment Earnings	37,000	28,200	29,000
Miscellaneous Revenue	65,000	70,000	45,000
<b>Total Sheriff</b>	<b>9,114,119</b>	<b>6,497,128</b>	<b>6,607,435</b>
<b>Stadium District-Kino Sports Complex</b>			
Charges for Services	2,143,500	1,922,231	2,263,000
Intergovernmental	1,100,000	1,100,000	1,200,000
Investment Earnings	-	2,500	2,500
Miscellaneous Revenue	28,640	48,274	33,640
<b>Total Stadium District-Kino Sports Complex</b>	<b>3,272,140</b>	<b>3,073,005</b>	<b>3,499,140</b>
<b>Superior Court</b>			
Charges for Services	3,227,194	3,227,194	3,177,582
Intergovernmental	13,998,834	13,847,476	14,671,050
Investment Earnings	58,680	58,680	24,357
Miscellaneous Revenue	119,360	169,760	116,100
<b>Total Superior Court</b>	<b>17,404,068</b>	<b>17,303,110</b>	<b>17,989,089</b>
<b>Transportation</b>			
Charges for Services	200,000	145,663	200,000
Fines & Forfeits	-	2,713	-
Intergovernmental	73,483,424	77,992,112	88,607,444
Investment Earnings	19,709	115,822	238,219
Licenses & Permits	907,000	470,000	530,000
Miscellaneous Revenue	268,431	746,350	863,578
Property Taxes	2,300	2,300	1,000
<b>Total Transportation</b>	<b>74,880,864</b>	<b>79,474,960</b>	<b>90,440,241</b>
<b>Treasurer</b>			
Charges for Services	50,000	50,000	50,000
Investment Earnings	1,000	1,000	1,000
Miscellaneous Revenue	35,000	35,000	35,000
<b>Total Treasurer</b>	<b>86,000</b>	<b>86,000</b>	<b>86,000</b>

**Pima County**  
**Summary of Revenues by Fund and Category Schedule C**  
**Fiscal Year 2022/2023**

<b>Sources of Revenues</b>	<b>Adopted Revenues 2021/2022</b>	<b>Estimated Revenues 2021/2022*</b>	<b>Adopted Revenues 2022/2023</b>
<b>Wireless Integrated Network</b>			
Charges for Services	3,674,544	3,883,890	3,806,856
Investment Earnings	13,191	10,532	17,643
Miscellaneous Revenue	65,677	79,850	82,141
<b>Total Wireless Integrated Network</b>	<b>3,753,412</b>	<b>3,974,272</b>	<b>3,906,640</b>
<b>TOTAL SPECIAL REVENUE FUND</b>	<b>672,239,555</b>	<b>665,825,844</b>	<b>750,181,795</b>
<b><u>DEBT SERVICE</u></b>			
Intergovernmental	-	169	-
Investment Earnings	483,154	61,500	187,329
Property Taxes	43,459,281	43,459,281	32,354,669
<b>TOTAL DEBT SERVICE</b>	<b>43,942,435</b>	<b>43,520,950</b>	<b>32,541,998</b>
<b><u>CAPITAL PROJECTS</u></b>			
Charges for Services	7,735,114	11,385,363	9,740,000
Intergovernmental	6,419,786	11,540,638	5,596,804
Investment Earnings	597,432	108,700	126,701
Miscellaneous Revenue	1,500,000	1,665,982	3,661,020
<b>TOTAL CAPITAL PROJECTS</b>	<b>16,252,332</b>	<b>24,700,683</b>	<b>19,124,525</b>
<b><u>ENTERPRISE FUND</u></b>			
<b>Development Services</b>			
Charges for Services	1,043,066	1,350,000	1,065,247
Fines & Forfeits	-	500	-
Investment Earnings	99,663	38,673	77,580
Licenses & Permits	8,238,609	11,150,000	9,668,633
Miscellaneous Revenue	8,427	6,314	8,595
<b>Total Development Services</b>	<b>9,389,765</b>	<b>12,545,487</b>	<b>10,820,055</b>
<b>Facilities Management</b>			
Charges for Services	2,317,905	2,204,136	2,192,619
Investment Earnings	10,800	3,175	5,400
Licenses & Permits	-	7,725	-
Miscellaneous Revenue	12,550	12,550	550
<b>Total Facilities Management</b>	<b>2,341,255</b>	<b>2,227,586</b>	<b>2,198,569</b>
<b>Regional Wastewater Reclamation</b>			
Charges for Services	176,161,629	177,110,680	179,192,431
Fines & Forfeits	2,500	2,500	2,500
Intergovernmental	2,900,000	2,900,000	-
Investment Earnings	2,110,000	166,970	1,020,000
Licenses & Permits	20,000	20,000	20,000
Miscellaneous Revenue	1,400,672	982,641	2,400,672
<b>Total Regional Wastewater Reclamation</b>	<b>182,594,801</b>	<b>181,182,791</b>	<b>182,635,603</b>
<b>TOTAL ENTERPRISE FUND</b>	<b>194,325,821</b>	<b>195,955,864</b>	<b>195,654,227</b>

**Pima County**  
**Summary of Revenues by Fund and Category Schedule C**  
**Fiscal Year 2022/2023**

<b>Sources of Revenues</b>	<b>Adopted Revenues 2021/2022</b>	<b>Estimated Revenues 2021/2022*</b>	<b>Adopted Revenues 2022/2023</b>
<b>TOTAL ALL FUNDS</b> (not including Internal Service Fund)	<b>1,544,411,567</b>	<b>1,582,514,492</b>	<b>1,650,438,149</b>
<b>THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY</b>			
<b><u>INTERNAL SERVICE FUND</u></b>			
<b>Fleet Services</b>			
Charges for Services	19,250,552	19,411,378	18,480,448
Gain or Loss on Disposal of Assets	(75,000)	-	-
Investment Earnings	590,000	(73,916)	170,000
Miscellaneous Revenue	213,200	141,240	205,600
<b>Total Fleet Services</b>	<b>19,978,752</b>	<b>19,478,702</b>	<b>18,856,048</b>
<b>Health Benefits Trust Fund</b>			
Charges for Services	76,031,011	73,642,647	80,254,945
Investment Earnings	335,400	(88,931)	308,960
Miscellaneous Revenue	4,047,530	4,932,070	4,853,178
<b>Total Health Benefits Trust Fund</b>	<b>80,413,941</b>	<b>78,485,786</b>	<b>85,417,083</b>
<b>IT Computer Hardware/Software</b>			
Charges for Services	22,636,042	22,636,042	25,249,824
Investment Earnings	70,758	30,282	90,000
Miscellaneous Revenue	-	151,555	-
<b>Total IT Computer Hardware/Software</b>	<b>22,706,800</b>	<b>22,817,879</b>	<b>25,339,824</b>
<b>Risk Management</b>			
Charges for Services	13,532,276	14,030,170	12,556,709
Investment Earnings	1,500,000	(230,044)	595,023
Miscellaneous Revenue	-	229,029	-
<b>Total Risk Management</b>	<b>15,032,276</b>	<b>14,029,155</b>	<b>13,151,732</b>
<b>Telecommunications</b>			
Charges for Services	7,653,360	7,653,360	6,817,140
Investment Earnings	45,925	18,977	14,000
Miscellaneous Revenue	-	4,736	-
<b>Total Telecommunications</b>	<b>7,699,285</b>	<b>7,677,073</b>	<b>6,831,140</b>
<b>Wireless Integrated Network</b>			
Charges for Services	496,900	521,900	529,440
Investment Earnings	4,800	1,598	1,199
<b>Total Wireless Integrated Network</b>	<b>501,700</b>	<b>523,498</b>	<b>530,639</b>
<b>TOTAL INTERNAL SERVICE FUND</b>	<b>146,332,754</b>	<b>143,012,093</b>	<b>150,126,466</b>
<b>GRAND TOTAL ALL FUNDS</b> (includes Int Service Fund)	<b>1,690,744,321</b>	<b>1,725,526,585</b>	<b>1,800,564,615</b>

\* These amounts include actual revenues recognized on the modified accrual or accrual basis as of February 28, 2022, plus projected revenues for the remainder of the fiscal year.

**Pima County**  
**Summary of Other Financing Sources and Interfund Transfers Schedule D**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Proceeds from</b>	<b>Interfund Transfers</b>	
	<b>Other Financing Sources</b>	<b>FY 2022/2023</b>	
	<b>2022/2023</b>	<b>In</b>	<b>Out</b>
<b><u>General Fund</u></b>			
Behavioral Health			
Behavioral Health - Grants - Grant Match			100,000
Community & Workforce Development			
Community & Workforce Development - Grants - Grant Match			568,069
Regional Wastewater Reclamation - Summer Youth Funding		182,000	
Total Community & Workforce Development		182,000	568,069
County Administrator			
Regional Wastewater Reclamation - Pima Association of Governments		54,840	
Transportation - Special Revenue Fund - Pima Association of Governments		130,386	
Total County Administrator		185,226	
County Attorney			
County Attorney - Grants - Drug Prosecution Salary			185,928
Finance General Government Revenue			
Attractions & Tourism - General Fund Support			1,023,687
Capital Projects - Facilities Management			
Kino Campus Building Infrastructure			1,896,625
Capital Projects - Facilities Management - Old Tucson Warehouse			2,100,000
Capital Projects - Facilities Management			
San Xavier Sheriff Sub Station			585,000
Capital Projects - Facilities Management - Teatro Carmen			450,000
Capital Projects - Finance & Risk Management - PAYGO			13,097,292
Capital Projects - Stadium District-Kino Sports Complex -			
Kino South District Partnership			8,675,000
Environmental Quality - Air Quality Monitoring			406,283
Environmental Quality - Wildcat Dump Enforcement			290,980
Facilities Management - Special Revenue - Renewal Fund Projects			2,000,000
Finance & Risk Management - Special Revenue Fund -			
Improvement Districts Formation Fund			20,000
Finance Contingency - Grants - Interest Expense Reimbursement			100,000
Finance Debt Service - 2013A COPs			281,405
Finance Debt Service - 2014 COPs			3,540,623

**Pima County**  
**Summary of Other Financing Sources and Interfund Transfers Schedule D**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Proceeds from</b>	<b>Interfund</b>	
	<b>Other Financing Sources 2022/2023</b>	<b>Transfers FY 2022/2023</b>	
		<b>In</b>	<b>Out</b>
<b><u>General Fund</u></b>			
Finance Debt Service - 2016 COPs			1,318,773
Finance Debt Service - 2020A COPs			6,894,032
Finance Debt Service - 2020B COPs			1,492,650
Finance Debt Service - 2023 COPs			281,230
Finance Debt Service - Taxable COPs Cost of Issuance			675,000
Health - General Fund Support			17,277,855
Health - Grants - FEMA - COVID-19 Programs			6,230,812
Information Technology -			
Server and Storage Allocation for Elected Officials			1,237,859
Information Technology -			
Software Allocation for Elected Officials			483,107
Natural Resources, Parks & Recreation - Special Revenue Fund -			
Deferred Maintenance			2,000,000
Natural Resources, Parks & Recreation - Special Revenue Fund -			
Native Plant Nursery			60,000
Sheriff - Special Revenue Fund - Inmate Welfare Fund		120,000	
Stadium District-Kino Sports Complex - Special Revenue Fund -			
Ball Fields Maintenance			1,500,000
Stadium District-Kino Sports Complex - Special Revenue Fund -			
Finance Debt Service - 2014, 2019, & 2020A COPs			4,210,917
Stadium District-Kino Sports Complex - Special Revenue Fund -			
Hotel Tax Proceeds			2,815,000
Stadium District-Kino Sports Complex - Special Revenue Fund -			
Sam Lena & Willie Blake Parks			408,200
Stadium District-Kino Sports Complex - Special Revenue Fund -			
The Event Center			456,758
Transportation - Special Revenue Fund - 2022 COPs			20,000,000
Transportation - Special Revenue Fund - Graffiti Abatement Program			120,662
Wireless Integrated Network - Loan Repayment		700,000	
Total Finance General Government Revenue		820,000	101,929,750
Finance Non Departmental			
Behavioral Health - Grants - Indirect Costs		30,000	
Community & Workforce Development - Grants - Indirect Costs		1,549,126	

**Pima County**  
**Summary of Other Financing Sources and Interfund Transfers Schedule D**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Proceeds from</b>	<b>Interfund</b>	
	<b>Other Financing Sources 2022/2023</b>	<b>Transfers FY 2022/2023</b>	
		<b>In</b>	<b>Out</b>
<b><u>General Fund</u></b>			
County Attorney - Grants - Indirect Costs		206,576	
Finance Debt Service - 2013A COPs			2,564,070
Finance Debt Service - CORP Pension Debt			4,171,853
Finance Debt Service - PSPRS Pension Debt			6,934,928
Grants Management & Innovation - Grants - Indirect Costs		3,364	
Health - Grants - Indirect Costs		2,872,828	
Justice Services - Grants - Indirect Costs		59,345	
Juvenile Court - Grants - Indirect Costs		11,900	
Office of Emergency Management & Homeland Security - Grants - Indirect Costs		77,296	
Office of Sustainability & Conservation - Grants - Indirect Costs		1,800	
Public Defense Services - Grants - Indirect Costs		245,185	
Sheriff - Grants - Indirect Costs		14,500	
Sheriff - Special Revenue Fund - Vehicle Impound Revenue		340,000	
Superior Court - Grants - Indirect Costs		25,913	
Total Finance Non Departmental		5,437,833	13,670,851
Justice Services			
Justice Services - Grants - Grant Match			530,000
Office of Emergency Management & Homeland Security			
Office of Emergency Management & Homeland Security - Grants - Grants Match			535,629
Pima Animal Care			
Pima Animal Care - Special Revenue Fund - Donations		476,573	
Natural Resources, Parks & Recreation			
Natural Resources, Parks & Recreation - Grants - Grants Match			65,275
Regional Wastewater Reclamation - Reclaimed Water Subsidy		12,040	
Total Natural Resources, Parks & Recreation		12,040	65,275

**Pima County**  
**Summary of Other Financing Sources and Interfund Transfers Schedule D**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Proceeds from</b>	<b>Interfund Transfers</b>	
	<b>Other Financing Sources</b>	<b>FY 2022/2023</b>	
	<b>2022/2023</b>	<b>In</b>	<b>Out</b>
<b><u>General Fund</u></b>			
Sheriff			
Sheriff - Grants - Grants Match			420,000
Sheriff - Special Revenue Fund - Vehicle Impound Revenue		60,000	
Total Sheriff		60,000	420,000
<b>Total General Fund</b>	<b>-</b>	<b>7,173,672</b>	<b>118,005,502</b>
<b><u>Special Revenue Funds</u></b>			
Attractions & Tourism			
General Fund - Finance General Government Revenue - General Fund Support		1,023,687	
Behavioral Health - Grants			
General Fund - Behavioral Health - Grant Match		100,000	
General Fund - Finance Non Departmental - Indirect Costs			30,000
Total Behavioral Health - Grants		100,000	30,000
Community & Workforce Development - Grants			
General Fund - Community & Workforce Development - Grant Match		568,069	
General Fund - Finance Non Departmental - Indirect Costs			1,549,126
Total Community & Workforce Development - Grants		568,069	1,549,126
County Attorney			
Sheriff - Special Revenue Fund - Anti-Racketeering Revolving Fund			1,750,000
County Attorney - Grants			
General Fund - County Attorney - Drug Prosecution Salary		185,928	
General Fund - Finance Non Departmental - Indirect Costs			206,576
Total County Attorney - Grants		185,928	206,576



**Pima County**  
**Summary of Other Financing Sources and Interfund Transfers Schedule D**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Proceeds from</b>	<b>Interfund Transfers</b>	
	<b>Other Financing Sources</b>	<b>FY 2022/2023</b>	
	<b>2022/2023</b>	<b>In</b>	<b>Out</b>
<b><u>Special Revenue Funds</u></b>			
County Free Library			
Capital Projects - County Free Library - Various Projects			8,625,000
Facilities Management - Special Revenue Fund - Various Capital Projects			1,580,000
Natural Resources, Parks & Recreation - Special Revenue Fund -			
Native Plant Nursery			20,000
Total County Free Library			10,225,000
Environmental Quality			
Environmental Quality - Grants - Indirect Cost		113,673	
General Fund - Finance General Government Revenue -			
Air Quality Monitoring		406,283	
General Fund - Finance General Government Revenue -			
Wildcat Dump Enforcement		290,980	
Capital Projects - Tire Yard Improvements			600,000
Total Environmental Quality		810,936	600,000
Environmental Quality - Grants			
Environmental Quality - Special Revenue Fund - Indirect Costs			113,673
Facilities Management			
Capital Projects - Facilities Management			2,500,000
Fleet Services - Internal Service Fund -			
Renewal Project - Electric Vehicle Charging Stations		800,000	
General Fund - Finance General Government Revenue -			
PAYGO Renewal Projects		750,000	
General Fund - Finance General Government Revenue -			
Renewal Fund Projects		2,000,000	
Library District - Renewal Fund Projects		1,580,000	
Sheriff - Special Revenue Fund - Capital Project		900,000	
Total Facilities Management		6,030,000	2,500,000
Finance & Risk Management			
General Fund - Finance General Government Revenue -			
Improvement Districts Formation Fund		20,000	

**Pima County**  
**Summary of Other Financing Sources and Interfund Transfers Schedule D**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Proceeds from</b>	<b>Interfund</b>	
	<b>Other Financing Sources 2022/2023</b>	<b>Transfers FY 2022/2023</b>	
		<b>In</b>	<b>Out</b>
<b><u>Special Revenue Funds</u></b>			
Finance Contingency - Grants			
General Fund - Finance General Government Revenue -			
Interest Expense Reimbursement		100,000	
Grants Management & Innovation - Grants			
Capital Projects - Grants Management & Innovation - Various Projects			12,460,000
General Fund - Finance Non Departmental - Indirect Costs			3,364
General Fund - Finance Non Departmental -			
American Rescue Plan Act Grant			1,300,000
Total Grants Management & Innovation - Grants			13,763,364
Health			
General Fund - Finance General Government Revenue -			
General Fund Support		17,277,855	
Health - Grants			1,969,538
Total Health		17,277,855	1,969,538
Health - Grants			
General Fund - Finance General Government Revenue -			
FEMA - COVID-19 Programs		6,230,812	
General Fund - Finance Non Departmental - Indirect Costs			2,872,828
Health - Special Revenue Fund		1,969,538	
Total Health - Grants		8,200,350	2,872,828
Justice Services - Grants			
General Fund - Justice Services - Grants Match		530,000	
General Fund - Finance Non Departmental - Indirect Costs			59,345
Total County Administrator - Grants		530,000	59,345
Juvenile Court - Grants			
General Fund - Finance Non Departmental - Indirect Costs			11,900

**Pima County**  
**Summary of Other Financing Sources and Interfund Transfers Schedule D**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Proceeds from</b>	<b>Interfund</b>	
	<b>Other Financing Sources 2022/2023</b>	<b>Transfers FY 2022/2023</b>	
		<b>In</b>	<b>Out</b>
<b><u>Special Revenue Funds</u></b>			
Natural Resources, Parks & Recreation			
Capital Projects - Natural Resources, Parks & Recreation -			
Canoa Ranch Manning Senior Rehabilitation			200,000
Capital Projects - Office of Sustainability & Conservation -			
Juan Santa Cruz Picnic Area Rehabilitation			40,000
County Free Library - Special Revenue Fund - Native Plant Nursery		20,000	
General Fund - Finance General Government Revenue -			
Deferred Maintenance		2,000,000	
General Fund - Finance General Government Revenue -			
Native Plant Nursery		60,000	
Natural Resources, Parks & Recreation			
Regional Flood Control District - Special Revenue Fund -			
Native Plant Nursery		80,000	
Regional Wastewater Reclamation - Native Plant Nursery		30,000	
Regional Wastewater Reclamation - Reclaimed Water Subsidy		61,450	
Transportation - Special Revenue Fund - Native Plant Nursery		30,000	
Total Natural Resources, Parks & Recreation		2,281,450	240,000
Natural Resources, Parks & Recreation - Grants			
General Fund - Natural Resources, Parks & Recreation -			
AZ DFFM Fencing Reconstruction		38,000	
Natural Resources, Parks & Recreation - Grants			
General Fund - Natural Resources, Parks & Recreation -			
Tucson Mountain Park - reducing Fire Risk		27,275	
Total Natural Resources, Parks & Recreation - Grants		65,275	
Office of Emergency Management & Homeland Security - Grants			
General Fund - Office of Emergency Management & Homeland Security -			
Grants Match		535,629	
General Fund - Finance Non Departmental - Indirect Costs			77,296
Total Office of Emergency Management & Homeland Security - Grants		535,629	77,296

**Pima County**  
**Summary of Other Financing Sources and Interfund Transfers Schedule D**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Proceeds from</b>	<b>Interfund</b>	
	<b>Other Financing Sources 2022/2023</b>	<b>Transfers FY 2022/2023</b>	
		<b>In</b>	<b>Out</b>
<b><u>Special Revenue Funds</u></b>			
Office of Sustainability & Conservation - Grants			
General Fund - Finance Non Departmental - Indirect Costs			1,800
Pima Animal Care			
General Fund - Pima Animal Care - Donations			476,573
Pima Animal Care - Grants - Community Cats			167,384
Pima Animal Care - Grants - Live Release			950,184
Pima Animal Care - Grants - Resource Center			488,707
Total Pima Animal Care			2,082,848
Pima Animal Care - Grants			
Pima Animal Care - Special Revenue Fund - Community Cats		167,384	
Pima Animal Care - Special Revenue Fund - Live Release		950,184	
Pima Animal Care - Special Revenue Fund - Resource Center		488,707	
Total Pima Animal Care - Grants		1,606,275	
Public Defense Services - Grants			
General Fund - Finance Non Departmental - Indirect Costs			245,185
Regional Flood Control District			
Capital Projects - Regional Flood Control District - Various Projects			14,851,113
Natural Resources, Parks & Recreation - Special Revenue Fund -			
Native Plant Nursery			80,000
Regional Flood Control District - Grants - Invasive Plant Species		17,273	
Regional Flood Control District - Grants - Invasive Plant Species			190,000
Regional Wastewater Reclamation - Reclaimed Water		11,070	
Regional Flood Control District			
Stadium District-Kino Sports Complex - Special Revenue Fund -			
KERP Support			189,602
Total Regional Flood Control District		28,343	15,310,715

**Pima County**  
**Summary of Other Financing Sources and Interfund Transfers Schedule D**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Proceeds from</b>	<b>Interfund</b>	
	<b>Other Financing Sources 2022/2023</b>	<b>Transfers FY 2022/2023</b>	
		<b>In</b>	<b>Out</b>
<b><u>Special Revenue Funds</u></b>			
Regional Flood Control District - Grants			
Capital Projects - Regional Flood Control District - Grants -			
Big Horn Fire, Flood Hazard Mitigation			2,650,000
General Fund - Finance Non Departmental - Indirect Costs			17,273
General Fund - Regional Flood Control - Grant Match			
Invasive Plant Species		190,000	
Total Regional Flood Control District - Grants		190,000	2,667,273
Rocking K South CFD			
Community Facility District	4,000,000		
School Superintendent			
Sheriff - Special Revenue - Jail Substitute Teacher		40,000	
Sheriff			
County Attorney - Grants - Anti-Racketeering Revolving Fund		1,750,000	
Facilities Management - Special Revenue - Renewal Fund Projects			900,000
General Fund - Finance General Government Revenue -			
Inmate Welfare Fund			120,000
General Fund - Finance Non Departmental - Vehicle Impound Revenue			340,000
General Fund - Sheriff - Vehicle Impound Revenue			60,000
School Superintendent - Special Revenue - Jail Substitute Teacher			40,000
Total Sheriff		1,750,000	1,460,000
Sheriff - Grants			
General Fund - Sheriff - Grants Match		420,000	
General Fund - Finance Non Departmental - Indirect Costs			14,500
Total Sheriff - Grants		420,000	14,500
Stadium District-Kino Sports Complex			
Finance Debt Service - 2014 COPs			827,399
Finance Debt Service - 2019 COPs			2,029,775
Finance Debt Service - 2020A COPs			1,353,743

**Pima County**  
**Summary of Other Financing Sources and Interfund Transfers Schedule D**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Proceeds from</b>	<b>Interfund</b>	
	<b>Other Financing Sources 2022/2023</b>	<b>Transfers FY 2022/2023</b>	
		<b>In</b>	<b>Out</b>
<b><u>Special Revenue Funds</u></b>			
Stadium District-Kino Sports Complex			
General Fund - Finance General Government Revenue - Ball Fields Maintenance		1,500,000	
General Fund - Finance General Government Revenue - Finance Debt Service - 2014 & 2019 & 2020A COPs		4,210,917	
General Fund - Finance General Government Revenue - Hotel Tax Proceeds		2,815,000	
General Fund - Finance General Government Revenue - Sam Lena & Willie Blake Parks		408,200	
General Fund - Finance General Government Revenue - The Events Center		456,758	
Regional Flood Control District - Special Revenue Fund - KERP Support		189,602	
Regional Wastewater Reclamation - Reclaimed Water Subsidy KERP Reclaimed Water Subsidy KERP		24,500	
Regional Wastewater Reclamation - Reclaimed Water Subsidy South Expansion		24,500	
Total Stadium District		9,629,477	4,210,917
Superior Courts - Grants			
General Fund - Finance Non Departmental - Indirect Costs			25,913
Transportation			
Capital Projects - Finance & Risk Management - Local Pavement Repair and Rehabilitation		50,000,000	
Capital Projects - Transportation - Various Projects			5,650,467
Finance Debt Service - 2020C COPs			10,297,294
Finance Debt Service - 2021 COPs			10,240,811
Finance Debt Service - 2023 COPs			554,843
Finance Debt Service - HURF Bonds			11,033,416
General Fund - County Administrator - Pima Association of Governments			130,386
General Fund - Finance General Government Revenue - PAYGO		20,000,000	
General Fund - Finance General Government Revenue - Graffiti Abatement Program		120,662	
Natural Resources, Parks & Recreation - Special Revenue Fund -			

**Pima County**  
**Summary of Other Financing Sources and Interfund Transfers Schedule D**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Proceeds from</b>	<b>Interfund</b>	
	<b>Other Financing Sources 2022/2023</b>	<b>Transfers FY 2022/2023</b>	
		<b>In</b>	<b>Out</b>
<b><u>Special Revenue Funds</u></b>			
Native Plant Nursery			30,000
Total Transportation		70,120,662	37,937,217
Transportation - Grants			
Capital Projects -Transportation - Grants - Various Projects			12,123,563
Wireless Integrated Network			
General Fund - Finance General Government Revenue - Loan Repayment			700,000
<b>Total Special Revenue Funds</b>	<b>4,000,000</b>	<b>121,513,936</b>	<b>112,748,577</b>

**Debt Service**

Finance Debt Service	
Capital Projects - Transportation - 2019A COPs	1,440,150
Capital Projects - Transportation - 2023 COPs	66,927
Facilities Management - Enterprise Fund -	
Parking Garages - 2014 COPs	634,353
General Fund - Finance General Government Revenue -	
2013A COPs - General Fund	281,405
General Fund - Finance General Government Revenue - 2014 COPs	3,540,623
General Fund - Finance General Government Revenue - 2016 COPs	1,318,773
General Fund - Finance General Government Revenue - 2020A COPs	6,894,032
General Fund - Finance General Government Revenue - 2020B COPs	1,492,650
General Fund - Finance General Government Revenue - 2023 COPs	956,230
General Fund - Finance Non Departmental - 2013A COPs	2,564,070
General Fund - Finance Non Departmental - CORP Pension Debt	4,171,853
General Fund - Finance Non Departmental - PSPRS Pension Debt	6,934,928
Stadium District-Kino Sports Complex -	
Special Revenue Fund - 2014 COPs	827,399
Stadium District-Kino Sports Complex -	
Special Revenue Fund - 2019 COPs	2,029,775
Stadium District-Kino Sports Complex -	
Special Revenue Fund - 2020A COPs	1,353,743
Transportation - Special Revenue Fund - 2020C COPs	10,297,294

**Pima County**  
**Summary of Other Financing Sources and Interfund Transfers Schedule D**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Proceeds from</b>	<b>Interfund Transfers</b>	
	<b>Other Financing Sources</b>	<b>FY 2022/2023</b>	
	<b>2022/2023</b>	<b>In</b>	<b>Out</b>
<b><u>Debt Service</u></b>			
Transportation - Special Revenue Fund - 2022 COPs		10,240,811	
Transportation - Special Revenue Fund - 2023 COPs		554,843	
Transportation - Special Revenue Fund - HURF Bonds		11,033,416	
<b>Total Debt Service</b>	<b>-</b>	<b>66,633,275</b>	<b>-</b>
<b><u>Capital Projects</u></b>			
Capital Program Office			
Capital Program Office - Public Art Water Feature		47,500	
County Free Library			
County Free Library - Special Revenue - Various Projects		7,125,000	
Environmental Quality			
Regional Wastewater Reclamation -			
Ina Road Landfill Closure Phase 2		2,750,000	
Environmental Quality Tire Fund - Tire Yard Improvments		600,000	
<b>Total Environmental Quality</b>		<b>3,350,000</b>	
Facilities Management			
General Fund - Finance General Government Revenue -			
Kino Campus Building Infrastructure		1,896,625	
General Fund - Finance General Government Revenue -			
Old Tucson Warehouse		2,100,000	
General Fund - Finance General Government Revenue -			
Teatro Carmen Restoration		450,000	
Facilities Management - Special Revenue - Various Projects		14,770,000	
<b>Total Facilities Management</b>		<b>19,216,625</b>	
Finance & Risk Management			
Bond Proceeds - 2023 COPs	90,000,000		
Facilities Management - Special Revenue - PAYGO Renewal Projects			750,000
Finance Debt Service - 20219A COPs			1,650
General Fund - Finance General Government Revenue - PAYGO		13,097,292	



**Pima County**  
**Summary of Other Financing Sources and Interfund Transfers Schedule D**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Proceeds from</b>	<b>Interfund</b>	
	<b>Other Financing Sources 2022/2023</b>	<b>Transfers FY 2022/2023</b>	
		<b>In</b>	<b>Out</b>
<b><u>Capital Projects</u></b>			
Transportation - Special Revenue Fund -			
Local Pavement Repair and Rehabilitation			50,000,000
Total Finance & Risk Management	90,000,000	13,097,292	50,751,650
Information Technology			
County Free Library - Special Revenue - Internet Hotpot Expansion		1,500,000	
Natural Resources, Parks & Recreation			
Natural Resources, Parks & Recreation - Special Revenue Fund -			
Canoa Ranch Manning Senior Rehabilitation		200,000	
Office of Sustainability & Conservation			
Grants Management & Innovation - Grants -			
Juan Santa Cruz Picnic Area Rehabilitation		190,000	
Natural Resources, Parks & Recreation - Special Revenue Fund -			
Juan Santa Cruz Picnic Area Rehabilitation		40,000	
Total Office of Sustainability & Conservation		230,000	
Regional Flood Control District			
Regional Flood Control District - Special Revenue Fund -			
Big Horn Fire Flood Hazard Mitigation		2,650,000	
Regional Flood Control District - Special Revenue Fund -			
Various Projects		14,851,113	
Regional Wastewater Reclamation - Enterprise Fund -			
Continental Ranch Regional Force Main Loop Restoration		200,000	
Total Regional Flood Control District		17,701,113	
Sheriff			
General Fund - Finance General Government Revenue -			
San Xavier District Substation		585,000	
Stadium District-Kino Sports Complex			
General Fund - Finance General Government Revenue -			
Kino South District Partnership		8,675,000	
Stadium District-Kino Sports Complex - Special Revenue Fund -			

**Pima County**  
**Summary of Other Financing Sources and Interfund Transfers Schedule D**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Proceeds from</b>	<b>Interfund</b>	
	<b>Other Financing Sources 2022/2023</b>	<b>Transfers FY 2022/2023</b>	
		<b>In</b>	<b>Out</b>
<b><u>Capital Projects</u></b>			
New Paving & Renovation		1,300,000	
Total Stadium District-Kino Sports Complex		9,975,000	
Transportation			
Finance Debt Service - 2019A COPs			1,438,500
Finance Debt Service - 20239A COPs			66,927
Transportation - Special Revenue Fund - Various Projects	5,650,467		
Transportation - Grants - Various Projects	12,123,563		
Total Transportation	17,774,030		1,505,427
<b>Total Capital Projects</b>	<b>90,000,000</b>	<b>90,801,560</b>	<b>52,257,077</b>

**Enterprise Funds**

Facilities Management			
Finance Debt Service - Parking Garages - 2014 COPs			634,353
Regional Wastewater Reclamation			
Bond Proceeds - Sewer Obligation Bonds*			
Capital Project - Capital Program Office -			
Public Art Water Feature			47,500
Capital Project - Environmental Quality -			
Ina Road Landfill Closure Phase 2			2,750,000
Capital Project - Region Flood Control District -			
Continental Ranch Regional Force Main Loop Restoration			200,000
General Fund - County Administrator -			
Pima Association of Governments			54,840
General Fund - Natural Resources, Parks & Recreation -			
Reclaimed Water Subsidy			12,040
General Fund - Community & Workforce Development -			
Summer Youth Funding			182,000
Natural Resources, Parks & Recreation - Special Revenue Fund -			
Native Plant Nursery			30,000
Natural Resources, Parks & Recreation - Special Revenue Fund -			
Reclaimed Water Subsidy			61,450

**Pima County**  
**Summary of Other Financing Sources and Interfund Transfers Schedule D**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Proceeds from</b>	<b>Interfund Transfers</b>	
	<b>Other Financing Sources</b>	<b>FY 2022/2023</b>	
	<b>2022/2023</b>	<b>In</b>	<b>Out</b>
<b><u>Enterprise Funds</u></b>			
Regional Flood Control District - Special Revenue Fund - Reclaimed Water			11,070
Stadium District-Kino Sports Complex - Special Revenue Fund - Reclaimed Water Subsidy KERP			24,500
Stadium District-Kino Sports Complex - Special Revenue Fund - Reclaimed Water Subsidy South Expansion			24,500
Total Regional Wastewater Reclamation			3,397,900
<b>Total Enterprise Funds</b>		<b>-</b>	<b>4,032,253</b>
<b>Grand Total</b>	<b>94,000,000</b>	<b>286,122,443</b>	<b>287,043,409</b>
<b>The Following Is Provided for Informational Purposes Only</b>			
<b><u>Internal Service Funds</u></b>			
Fleet Services			
Facilities Management - Special Revenue Fund Renewal Project - Electric Vehicle Charging Station			800,000
Information Technology			
General Fund - Finance General Government Revenue - Server and Storage Allocation for Elected Officials		1,237,859	
General Fund - Finance General Government Revenue - Software Allocation for Elected Officials		483,107	
Total Information Technology		1,720,966	
<b>Total Internal Service Funds</b>	<b>-</b>	<b>1,720,966</b>	<b>800,000</b>

\*Fiscal year 2022/2023 amounts do not include \$40,000,000 of Bond Proceeds that are to be issued to cover Capital Improvement Program Expenditures within the Regional Wastewater Enterprise Fund.

**Pima County**  
**Summary of Expenditures by Fund and Department Schedule E**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Adopted Expenditures/ Expenses 2021/2022</b>	<b>Expense Adjustments Approved 2021/2022</b>	<b>Estimated Expenditures/ Expenses 2021/2022*</b>	<b>Adopted Expenditures/ Expenses 2022/2023**</b>
<b>GENERAL FUND</b>				
Analytics & Data Governance	3,319,464	-	3,287,999	4,140,777
Assessor	9,678,156	-	9,678,156	11,195,445
Behavioral Health	32,544,342	-	30,797,884	32,722,035
Board of Supervisors	2,662,830	-	2,659,326	2,820,953
Capital Program Office	798,067	-	920,869	996,975
Clerk of the Board	1,744,372	-	1,738,449	1,871,616
Clerk of the Superior Court	11,411,137	-	11,670,084	12,556,037
Communications Office	2,837,981	-	2,873,436	3,427,450
Community & Economic Development Administration	1,052,655	-	1,071,050	-
Community & Workforce Development	23,959,289	-	12,261,394	13,299,819
Constables	1,639,774	-	1,646,661	1,689,073
County Administrator	4,646,077	-	5,484,126	6,137,798
County Attorney	24,664,008	-	24,664,008	27,007,165
Elections	4,195,925	-	3,365,335	6,661,116
Environmental Quality	1,346,224	-	1,317,843	1,354,661
Facilities Management	23,844,190	-	22,097,448	25,731,943
Finance & Risk Management	15,408,950	-	14,285,740	16,936,694
Finance Contingency	56,482,717	-	2,783,598	59,443,499
Finance General Government Revenue	123,000	-	123,000	100,000
Finance Non Departmental	394,417,255	-	399,870,242	92,118,854
Grants Management & Innovation	4,081,942	-	3,785,696	5,255,882
Human Resources	4,495,215	-	4,470,866	6,140,348
Information Technology	21,076,703	-	19,578,258	22,476,520
Justice Court Ajo	731,775	-	724,403	759,160
Justice Court Green Valley	598,182	-	586,618	701,223
Justice Court Tucson	7,803,422	-	7,424,610	7,802,008
Justice Services	-	-	-	820,863
Juvenile Court	20,497,245	-	20,497,245	21,198,216
Medical Examiner	4,882,929	-	4,558,589	5,322,873
Natural Resources, Parks & Recreation	20,175,169	-	18,961,734	21,588,833
Office of Emergency Management & Homeland Security	786,572	-	793,565	891,271
Office of Sustainability & Conservation	1,748,892	-	1,671,103	1,892,672
Pima Animal Care	12,067,629	-	10,859,629	12,465,763
Procurement	2,662,739	-	2,660,345	2,979,413
Public Defense Services	31,819,598	-	34,057,631	37,229,116
Public Works Administration	493,615	-	541,441	-
Real Property Services	971,047	-	907,467	1,105,673
Recorder	6,720,244	-	6,464,595	7,658,848
School Superintendent	2,185,543	-	2,185,543	2,630,400
Sheriff	142,227,805	-	140,538,725	154,288,912
Superior Court	39,150,373	-	40,039,617	43,397,917
Treasurer	2,556,591	-	2,241,099	3,075,006
<b>TOTAL GENERAL FUND</b>	<b>944,509,643</b>	<b>-</b>	<b>876,145,427</b>	<b>679,892,827</b>

**Pima County**  
**Summary of Expenditures by Fund and Department Schedule E**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Adopted Expenditures/ Expenses 2021/2022</b>	<b>Expense Adjustments Approved 2021/2022</b>	<b>Estimated Expenditures/ Expenses 2021/2022*</b>	<b>Adopted Expenditures/ Expenses 2022/2023**</b>
<b><u>SPECIAL REVENUE FUND</u></b>				
Attractions & Tourism	2,084,729	-	1,668,522	2,029,314
Behavioral Health	723,053	-	866,048	746,697
Clerk of the Superior Court	1,947,899	-	1,636,281	1,035,600
Community & Workforce Development	60,186,540	-	56,399,367	70,259,849
Constables	35,000	-	35,000	35,000
County Administrator	2,065,723	-	680,822	-
County Attorney	15,085,207	-	11,002,312	16,252,719
County Free Library	45,031,490	-	43,106,725	46,600,637
Elections	150,000	-	600,438	243,100
Environmental Quality	5,968,424	-	5,235,955	5,502,772
Facilities Management	9,262,876	-	7,390,427	21,534,344
Finance & Risk Management	409,279	-	402,283	545,248
Finance Contingency	350,987,905	-	240,976,111	252,782,830
Grants Management & Innovation	903,800	-	56,250,260	107,835,985
Health	36,726,691	-	53,815,794	66,238,093
Justice Court Ajo	25,308	-	25,308	25,307
Justice Court Green Valley	48,840	-	45,447	85,700
Justice Court Tucson	1,196,156	-	752,489	1,391,475
Justice Services	-	-	-	1,563,486
Juvenile Court	7,476,906	-	6,472,319	7,573,693
Medical Examiner	81,830	-	161,045	65,000
Natural Resources, Parks & Recreation	6,061,894	-	5,182,321	7,305,731
Office of Emergency Management & Homeland Security	1,376,414	-	1,505,425	1,342,249
Office of Sustainability & Conservation	40,000	-	-	18,200
Pima Animal Care	1,100,476	-	1,275,496	1,592,466
Public Defense Services	2,851,793	-	2,805,730	3,805,161
Real Property Services	5,150,000	-	5,150,000	750,000
Recorder	823,848	-	995,360	1,446,388
Regional Flood Control District	18,824,889	-	17,052,208	18,475,401
Rocking K South CFD	1,531,155	-	51,283	4,151,842
School Superintendent	2,401,057	-	2,401,057	1,804,375
Sheriff	10,341,239	-	8,003,088	8,186,195
Stadium District-Kino Sports Complex	8,566,944	-	7,976,658	8,824,807
Superior Court	18,455,568	-	18,267,228	18,922,263
Transportation	126,246,472	-	137,117,634	111,647,882
Treasurer	84,000	-	84,000	84,000
Wireless Integrated Network	3,062,847	-	3,025,746	4,069,169
<b>TOTAL SPECIAL REVENUE FUND</b>	<b>747,316,252</b>	<b>-</b>	<b>698,416,187</b>	<b>794,772,978</b>
<b><u>DEBT SERVICE FUND</u></b>				
Finance Debt Service	109,492,831	-	108,457,964	99,266,568
<b>TOTAL DEBT SERVICE FUND</b>	<b>109,492,831</b>	<b>-</b>	<b>108,457,964</b>	<b>99,266,568</b>
<b><u>CAPITAL PROJECTS FUND</u></b>				
Capital Projects	138,882,005	-	112,706,724	177,183,899
<b>TOTAL CAPITAL PROJECTS FUND</b>	<b>138,882,005</b>	<b>-</b>	<b>112,706,724</b>	<b>177,183,899</b>

**Pima County**  
**Summary of Expenditures by Fund and Department Schedule E**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Adopted Expenditures/ Expenses 2021/2022</b>	<b>Expense Adjustments Approved 2021/2022</b>	<b>Estimated Expenditures/ Expenses 2021/2022*</b>	<b>Adopted Expenditures/ Expenses 2022/2023**</b>
<b><u>ENTERPRISE FUND</u></b>				
Development Services	6,880,948	-	6,705,997	7,712,322
Facilities Management	2,885,663	-	2,692,907	2,925,467
Regional Wastewater Reclamation	165,632,865	-	165,075,272	170,958,918
<b>TOTAL ENTERPRISE FUND</b>	<b>175,399,476</b>	<b>-</b>	<b>174,474,176</b>	<b>181,596,707</b>
<b>TOTAL ALL FUNDS (not including Int Svs Fund)</b>	<b>2,115,600,207</b>	<b>-</b>	<b>1,970,200,478</b>	<b>1,932,712,979</b>

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

<b><u>INTERNAL SERVICE FUND</u></b>				
Facilities Management	961,238	-	954,502	1,040,363
Finance & Risk Management	10,823,901	-	10,813,822	10,473,867
Fleet Services	19,844,875	-	20,198,296	23,898,506
Human Resources	88,723,829	-	83,068,948	90,631,471
Information Technology	25,352,256	-	24,356,208	30,824,431
Wireless Integrated Network	704,923	-	707,359	786,241
<b>TOTAL INTERNAL SERVICE FUND</b>	<b>146,411,022</b>	<b>-</b>	<b>140,099,135</b>	<b>157,654,879</b>
<b>GRAND TOTAL ALL FUNDS (includes Int Svs Fund)</b>	<b>2,262,011,229</b>	<b>-</b>	<b>2,110,299,613</b>	<b>2,090,367,858</b>

\*These amounts include actual expenditure/expenses on the modified accrual basis as of February 28, 2022, plus projected expenditures/expenses for the remainder of the fiscal year.

\*\*Fiscal year 2022/2023 amounts do not include the impact of the following Capital Improvement Programs: Fleet Services (\$1,600,000), Information Technology (\$5,042,000), and Regional Wastewater (\$54,119,868).

**Pima County**  
**Summary of Expenditures by Functional Area and Department Schedule F**  
**Fiscal Year 2022/2023**

<b>Department/Fund</b>	<b>Adopted Expenditures/ Expenses 2021/2022</b>	<b>Expense Adjustments Approved 2021/2022</b>	<b>Estimated Expenditures/ Expenses 2021/2022*</b>	<b>Adopted Expenditures/ Expenses 2022/2023**</b>
<b><u>GENERAL GOVERNMENT SERVICES</u></b>				
<b>Analytics &amp; Data Governance</b>				
General Fund	3,319,464	-	3,287,999	4,140,777
<b>Total Analytics &amp; Data Governance</b>	<b>3,319,464</b>	<b>-</b>	<b>3,287,999</b>	<b>4,140,777</b>
<b>Assessor</b>				
General Fund	9,678,156	-	9,678,156	11,195,445
<b>Total Assessor</b>	<b>9,678,156</b>	<b>-</b>	<b>9,678,156</b>	<b>11,195,445</b>
<b>Board of Supervisors</b>				
General Fund	2,662,830	-	2,659,326	2,820,953
<b>Total Board of Supervisors</b>	<b>2,662,830</b>	<b>-</b>	<b>2,659,326</b>	<b>2,820,953</b>
<b>Clerk of the Board</b>				
General Fund	1,744,372	-	1,738,449	1,871,616
<b>Total Clerk of the Board</b>	<b>1,744,372</b>	<b>-</b>	<b>1,738,449</b>	<b>1,871,616</b>
<b>County Administrator</b>				
General Fund	4,646,077	-	5,484,126	6,137,798
Grants	2,065,723	-	680,822	-
<b>Total County Administrator</b>	<b>6,711,800</b>	<b>-</b>	<b>6,164,948</b>	<b>6,137,798</b>
<b>Elections</b>				
General Fund	4,195,925	-	3,365,335	6,661,116
Grants	150,000	-	600,438	243,100
<b>Total Elections</b>	<b>4,345,925</b>	<b>-</b>	<b>3,965,773</b>	<b>6,904,216</b>
<b>Facilities Management</b>				
General Fund	23,844,190	-	22,097,448	25,731,943
Facilities Renewal	9,112,876	-	7,240,427	21,534,344
Grants	150,000	-	150,000	-
Parking Garages	2,885,663	-	2,692,907	2,925,467
<b>Total Facilities Management</b>	<b>35,992,729</b>	<b>-</b>	<b>32,180,782</b>	<b>50,191,754</b>
<b>Finance &amp; Risk Management</b>				
General Fund	15,408,950	-	14,285,740	16,936,694
Improvement and Other Districts	272,718	-	265,722	297,494
Special Revenue	136,561	-	136,561	247,754
<b>Total Finance &amp; Risk Management</b>	<b>15,818,229</b>	<b>-</b>	<b>14,688,023</b>	<b>17,481,942</b>
<b>Finance Contingency</b>				
General Fund	56,482,717	-	2,783,598	59,443,499
Grants	350,987,905	-	240,976,111	252,782,830
<b>Total Finance Contingency</b>	<b>407,470,622</b>	<b>-</b>	<b>243,759,709</b>	<b>312,226,329</b>

**Pima County**  
**Summary of Expenditures by Functional Area and Department Schedule F**  
**Fiscal Year 2022/2023**

<b>Department/Fund</b>	<b>Adopted Expenditures/ Expenses 2021/2022</b>	<b>Expense Adjustments Approved 2021/2022</b>	<b>Estimated Expenditures/ Expenses 2021/2022*</b>	<b>Adopted Expenditures/ Expenses 2022/2023**</b>
<b>Finance Debt Service</b>				
Debt Service	109,492,831	-	108,457,964	99,266,568
<b>Total Finance Debt Service</b>	<b>109,492,831</b>	<b>-</b>	<b>108,457,964</b>	<b>99,266,568</b>
<b>Finance General Government Revenue</b>				
General Fund	123,000	-	123,000	100,000
<b>Total Finance General Government Revenue</b>	<b>123,000</b>	<b>-</b>	<b>123,000</b>	<b>100,000</b>
<b>Finance Non Departmental</b>				
General Fund	394,417,255	-	399,870,242	92,118,854
<b>Total Finance Non Departmental</b>	<b>394,417,255</b>	<b>-</b>	<b>399,870,242</b>	<b>92,118,854</b>
<b>Human Resources</b>				
General Fund	4,495,215	-	4,470,866	6,140,348
<b>Total Human Resources</b>	<b>4,495,215</b>	<b>-</b>	<b>4,470,866</b>	<b>6,140,348</b>
<b>Information Technology</b>				
General Fund	21,076,703	-	19,578,258	22,476,520
<b>Total Information Technology</b>	<b>21,076,703</b>	<b>-</b>	<b>19,578,258</b>	<b>22,476,520</b>
<b>Office of Emergency Management &amp; Homeland Security</b>				
General Fund	786,572	-	793,565	891,271
Grants	1,376,414	-	1,505,425	1,342,249
<b>Total Office of Emergency Management &amp; Homeland Security</b>	<b>2,162,986</b>	<b>-</b>	<b>2,298,990</b>	<b>2,233,520</b>
<b>Procurement</b>				
General Fund	2,662,739	-	2,660,345	2,979,413
<b>Total Procurement</b>	<b>2,662,739</b>	<b>-</b>	<b>2,660,345</b>	<b>2,979,413</b>
<b>Recorder</b>				
General Fund	6,720,244	-	6,464,595	7,658,848
Document Storage & Retrieval	823,848	-	995,360	1,446,388
<b>Total Recorder</b>	<b>7,544,092</b>	<b>-</b>	<b>7,459,955</b>	<b>9,105,236</b>
<b>Rocking K South CFD</b>				
Special Revenue	1,531,155	-	51,283	4,151,842
<b>Total Rocking K South CFD</b>	<b>1,531,155</b>	<b>-</b>	<b>51,283</b>	<b>4,151,842</b>
<b>Treasurer</b>				
General Fund	2,556,591	-	2,241,099	3,075,006
Taxpayer Information Fund	84,000	-	84,000	84,000
<b>Total Treasurer</b>	<b>2,640,591</b>	<b>-</b>	<b>2,325,099</b>	<b>3,159,006</b>



**Pima County**  
**Summary of Expenditures by Functional Area and Department Schedule F**  
**Fiscal Year 2022/2023**

<b>Department/Fund</b>	<b>Adopted Expenditures/ Expenses 2021/2022</b>	<b>Expense Adjustments Approved 2021/2022</b>	<b>Estimated Expenditures/ Expenses 2021/2022*</b>	<b>Adopted Expenditures/ Expenses 2022/2023**</b>
<b>Wireless Integrated Network</b>				
Special Revenue	3,062,847	-	3,025,746	4,069,169
<b>Total Wireless Integrated Network</b>	<b>3,062,847</b>	<b>-</b>	<b>3,025,746</b>	<b>4,069,169</b>
<b>TOTAL GENERAL GOVERNMENT SERVICES</b>	<b>1,036,953,541</b>	<b>-</b>	<b>868,444,913</b>	<b>658,771,306</b>
<b><u>COMMUNITY RESOURCES</u></b>				
<b>Attractions &amp; Tourism</b>				
Special Revenue	2,084,729	-	1,668,522	2,029,314
<b>Total Attractions &amp; Tourism</b>	<b>2,084,729</b>	<b>-</b>	<b>1,668,522</b>	<b>2,029,314</b>
<b>Communications Office</b>				
General Fund	2,837,981	-	2,873,436	3,427,450
<b>Total Communications Office</b>	<b>2,837,981</b>	<b>-</b>	<b>2,873,436</b>	<b>3,427,450</b>
<b>Community &amp; Economic Development Administration</b>				
General Fund	1,052,655	-	1,071,050	-
<b>Total Community &amp; Economic Development Administration</b>	<b>1,052,655</b>	<b>-</b>	<b>1,071,050</b>	<b>-</b>
<b>Community &amp; Workforce Development</b>				
General Fund	23,959,289	-	12,261,394	13,299,819
Grants	59,065,412	-	55,278,239	69,145,528
Housing Trust Fund	50,000	-	50,000	50,000
Pima Vocational Special Revenue	1,071,128	-	1,071,128	1,064,321
<b>Total Community &amp; Workforce Development</b>	<b>84,145,829</b>	<b>-</b>	<b>68,660,761</b>	<b>83,559,668</b>
<b>County Free Library</b>				
Special Revenue	45,031,490	-	43,106,725	46,600,637
<b>Total County Free Library</b>	<b>45,031,490</b>	<b>-</b>	<b>43,106,725</b>	<b>46,600,637</b>
<b>Grants Management &amp; Innovation</b>				
General Fund	4,081,942	-	3,785,696	5,255,882
Grants	903,800	-	56,250,260	107,835,985
<b>Total Grants Management &amp; Innovation</b>	<b>4,985,742</b>	<b>-</b>	<b>60,035,956</b>	<b>113,091,867</b>
<b>School Superintendent</b>				
General Fund	2,185,543	-	2,185,543	2,630,400
Grants	368,000	-	368,000	-
School Reserve Special Programs	2,033,057	-	2,033,057	1,804,375
<b>Total School Superintendent</b>	<b>4,586,600</b>	<b>-</b>	<b>4,586,600</b>	<b>4,434,775</b>

**Pima County**  
**Summary of Expenditures by Functional Area and Department Schedule F**  
**Fiscal Year 2022/2023**

<b>Department/Fund</b>	<b>Adopted Expenditures/ Expenses 2021/2022</b>	<b>Expense Adjustments Approved 2021/2022</b>	<b>Estimated Expenditures/ Expenses 2021/2022*</b>	<b>Adopted Expenditures/ Expenses 2022/2023**</b>
<b>Stadium District-Kino Sports Complex</b>				
Special Revenue	8,566,944	-	7,976,658	8,824,807
<b>Total Stadium District-Kino Sports Complex</b>	<b>8,566,944</b>	<b>-</b>	<b>7,976,658</b>	<b>8,824,807</b>
<b>TOTAL COMMUNITY RESOURCES</b>	<b>153,291,970</b>	<b>-</b>	<b>189,979,708</b>	<b>261,968,518</b>
<b><u>HEALTH SERVICES</u></b>				
<b>Behavioral Health</b>				
General Fund	32,544,342	-	30,797,884	32,722,035
Grants	723,053	-	866,048	746,697
<b>Total Behavioral Health</b>	<b>33,267,395</b>	<b>-</b>	<b>31,663,932</b>	<b>33,468,732</b>
<b>Health</b>				
Grants	15,479,597	-	34,712,229	44,525,606
Health Services	21,247,094	-	19,103,565	21,712,487
<b>Total Health</b>	<b>36,726,691</b>	<b>-</b>	<b>53,815,794</b>	<b>66,238,093</b>
<b>Medical Examiner</b>				
General Fund	4,882,929	-	4,558,589	5,322,873
Grants	48,000	-	137,424	-
Special Programs Fund	33,830	-	23,621	65,000
<b>Total Medical Examiner</b>	<b>4,964,759</b>	<b>-</b>	<b>4,719,634</b>	<b>5,387,873</b>
<b>Pima Animal Care</b>				
General Fund	12,067,629	-	10,859,629	12,465,763
Grants	1,100,476	-	1,275,496	1,592,466
<b>Total Pima Animal Care</b>	<b>13,168,105</b>	<b>-</b>	<b>12,135,125</b>	<b>14,058,229</b>
<b>TOTAL HEALTH SERVICES</b>	<b>88,126,950</b>	<b>-</b>	<b>102,334,485</b>	<b>119,152,927</b>
<b><u>JUSTICE &amp; LAW</u></b>				
<b>Clerk of the Superior Court</b>				
General Fund	11,411,137	-	11,670,084	12,556,037
Grants	822,350	-	822,350	-
Special Programs Fund	1,125,549	-	813,931	1,035,600
<b>Total Clerk of the Superior Court</b>	<b>13,359,036</b>	<b>-</b>	<b>13,306,365</b>	<b>13,591,637</b>
<b>Constables</b>				
General Fund	1,639,774	-	1,646,661	1,689,073
Grants	35,000	-	35,000	35,000
<b>Total Constables</b>	<b>1,674,774</b>	<b>-</b>	<b>1,681,661</b>	<b>1,724,073</b>

**Pima County**  
**Summary of Expenditures by Functional Area and Department Schedule F**  
**Fiscal Year 2022/2023**

<b>Department/Fund</b>	<b>Adopted Expenditures/ Expenses 2021/2022</b>	<b>Expense Adjustments Approved 2021/2022</b>	<b>Estimated Expenditures/ Expenses 2021/2022*</b>	<b>Adopted Expenditures/ Expenses 2022/2023**</b>
<b>County Attorney</b>				
General Fund	24,664,008	-	24,664,008	27,007,165
Grants	4,979,548	-	4,372,325	5,816,763
Special Programs Fund	10,105,659	-	6,629,987	10,435,956
<b>Total County Attorney</b>	<b>39,749,215</b>	<b>-</b>	<b>35,666,320</b>	<b>43,259,884</b>
<b>Justice Court Ajo</b>				
General Fund	731,775	-	724,403	759,160
Grants	7,308	-	7,308	7,307
Special Programs Fund	18,000	-	18,000	18,000
<b>Total Justice Court Ajo</b>	<b>757,083</b>	<b>-</b>	<b>749,711</b>	<b>784,467</b>
<b>Justice Court Green Valley</b>				
General Fund	598,182	-	586,618	701,223
Special Programs Fund	48,840	-	45,447	85,700
<b>Total Justice Court Green Valley</b>	<b>647,022</b>	<b>-</b>	<b>632,065</b>	<b>786,923</b>
<b>Justice Court Tucson</b>				
General Fund	7,803,422	-	7,424,610	7,802,008
Special Programs Fund	1,196,156	-	752,489	1,391,475
<b>Total Justice Court Tucson</b>	<b>8,999,578</b>	<b>-</b>	<b>8,177,099</b>	<b>9,193,483</b>
<b>Justice Services</b>				
General Fund	-	-	-	820,863
Grants	-	-	-	1,563,486
<b>Total Justice Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,384,349</b>
<b>Juvenile Court</b>				
General Fund	20,497,245	-	20,497,245	21,198,216
Grants	1,092,256	-	1,055,369	1,040,795
Special Programs Fund	6,384,650	-	5,416,950	6,532,898
<b>Total Juvenile Court</b>	<b>27,974,151</b>	<b>-</b>	<b>26,969,564</b>	<b>28,771,909</b>
<b>Public Defense Services</b>				
General Fund	31,819,598	-	34,057,631	37,229,116
Grants	1,624,288	-	1,579,450	2,577,656
Special Programs Fund	1,227,505	-	1,226,280	1,227,505
<b>Total Public Defense Services</b>	<b>34,671,391</b>	<b>-</b>	<b>36,863,361</b>	<b>41,034,277</b>
<b>Sheriff</b>				
General Fund	142,227,805	-	140,538,725	154,288,912
Grants	5,199,187	-	2,921,693	3,408,201
Special Programs Fund	5,142,052	-	5,081,395	4,777,994
<b>Total Sheriff</b>	<b>152,569,044</b>	<b>-</b>	<b>148,541,813</b>	<b>162,475,107</b>

**Pima County**  
**Summary of Expenditures by Functional Area and Department Schedule F**  
**Fiscal Year 2022/2023**

<b>Department/Fund</b>	<b>Adopted Expenditures/ Expenses 2021/2022</b>	<b>Expense Adjustments Approved 2021/2022</b>	<b>Estimated Expenditures/ Expenses 2021/2022*</b>	<b>Adopted Expenditures/ Expenses 2022/2023**</b>
<b>Superior Court</b>				
General Fund	39,150,373	-	40,039,617	43,397,917
Grants	1,625,522	-	1,523,019	1,633,337
Special Programs Fund	16,830,046	-	16,744,209	17,288,926
<b>Total Superior Court</b>	<b>57,605,941</b>	<b>-</b>	<b>58,306,845</b>	<b>62,320,180</b>
<b>TOTAL JUSTICE &amp; LAW</b>	<b>338,007,235</b>	<b>-</b>	<b>330,894,804</b>	<b>366,326,289</b>
<b><u>PUBLIC WORKS</u></b>				
<b>Capital Program Office</b>				
General Fund	798,067	-	920,869	996,975
<b>Total Capital Program Office</b>	<b>798,067</b>	<b>-</b>	<b>920,869</b>	<b>996,975</b>
<b>Capital Projects</b>				
Capital Projects	138,882,005	-	112,706,724	177,183,899
<b>Total Capital Projects</b>	<b>138,882,005</b>	<b>-</b>	<b>112,706,724</b>	<b>177,183,899</b>
<b>Development Services</b>				
Enterprise	6,880,948	-	6,705,997	7,712,322
<b>Total Development Services</b>	<b>6,880,948</b>	<b>-</b>	<b>6,705,997</b>	<b>7,712,322</b>
<b>Environmental Quality</b>				
General Fund	1,346,224	-	1,317,843	1,354,661
Environmental Quality	3,321,292	-	3,144,627	3,255,331
Grants	1,348,420	-	896,894	951,441
Waste Tire	1,298,712	-	1,194,434	1,296,000
<b>Total Environmental Quality</b>	<b>7,314,648</b>	<b>-</b>	<b>6,553,798</b>	<b>6,857,433</b>
<b>Natural Resources, Parks &amp; Recreation</b>				
General Fund	20,175,169	-	18,961,734	21,588,833
Grants	335,000	-	285,000	506,875
Special Programs Fund	5,726,894	-	4,897,321	6,798,856
<b>Total Natural Resources, Parks &amp; Recreation</b>	<b>26,237,063</b>	<b>-</b>	<b>24,144,055</b>	<b>28,894,564</b>
<b>Office of Sustainability &amp; Conservation</b>				
General Fund	1,748,892	-	1,671,103	1,892,672
Grants	40,000	-	-	18,200
<b>Total Office of Sustainability &amp; Conservation</b>	<b>1,788,892</b>	<b>-</b>	<b>1,671,103</b>	<b>1,910,872</b>
<b>Public Works Administration</b>				
General Fund	493,615	-	541,441	-
<b>Total Public Works Administration</b>	<b>493,615</b>	<b>-</b>	<b>541,441</b>	<b>-</b>

**Pima County**  
**Summary of Expenditures by Functional Area and Department Schedule F**  
**Fiscal Year 2022/2023**

<b>Department/Fund</b>	<b>Adopted Expenditures/ Expenses 2021/2022</b>	<b>Expense Adjustments Approved 2021/2022</b>	<b>Estimated Expenditures/ Expenses 2021/2022*</b>	<b>Adopted Expenditures/ Expenses 2022/2023**</b>
<b>Real Property Services</b>				
General Fund	971,047	-	907,467	1,105,673
Grants	5,150,000	-	5,150,000	750,000
<b>Total Real Property Services</b>	<b>6,121,047</b>	<b>-</b>	<b>6,057,467</b>	<b>1,855,673</b>
<b>Regional Flood Control District</b>				
Flood Control Ops	16,964,282	-	15,654,443	17,141,430
Grants	1,582,607	-	1,261,646	1,113,971
Flood Control Canoa Ranch In-Lieu Fee	278,000	-	136,119	220,000
<b>Total Regional Flood Control District</b>	<b>18,824,889</b>	<b>-</b>	<b>17,052,208</b>	<b>18,475,401</b>
<b>Regional Wastewater Reclamation</b>				
Regional Wastewater Reclamation	165,632,865	-	165,075,272	170,958,918
<b>Total Regional Wastewater Reclamation</b>	<b>165,632,865</b>	<b>-</b>	<b>165,075,272</b>	<b>170,958,918</b>
<b>Transportation</b>				
Special Revenue	126,246,472	-	137,117,634	111,647,882
<b>Total Transportation</b>	<b>126,246,472</b>	<b>-</b>	<b>137,117,634</b>	<b>111,647,882</b>
<b>TOTAL PUBLIC WORKS</b>	<b>499,220,511</b>	<b>-</b>	<b>478,546,568</b>	<b>526,493,939</b>
<b>TOTAL ALL FUNCTIONAL AREAS</b> (not including Int Svs Fund)	<b>2,115,600,207</b>	<b>-</b>	<b>1,970,200,478</b>	<b>1,932,712,979</b>

**THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY - INTERNAL SERVICE FUNDS**

**GENERAL GOVERNMENT SERVICES**

Facilities Management	961,238	-	954,502	1,040,363
Finance & Risk Management	10,823,901	-	10,813,822	10,473,867
Fleet Services	19,844,875	-	20,198,296	23,898,506
Human Resources	88,723,829	-	83,068,948	90,631,471
Information Technology	25,352,256	-	24,356,208	30,824,431
Wireless Integrated Network	704,923	-	707,359	786,241
<b>TOTAL GENERAL GOVERNMENT SERVICES</b>	<b>146,411,022</b>	<b>-</b>	<b>140,099,135</b>	<b>157,654,879</b>
<b>TOTAL ALL FUNCTIONAL AREAS</b> (includes Int Svs Fund)	<b>2,262,011,229</b>	<b>-</b>	<b>2,110,299,613</b>	<b>2,090,367,858</b>

\*These amounts include actual expenditure/expenses on the modified accrual basis as of February 28, 2022, plus projected expenditures/expenses for the remainder of the fiscal year.

\*\*Fiscal year 2022/2023 amounts do not include the impact of the following Capital Improvement Programs: Fleet Services (\$1,600,000), Information Technology (\$5,042,000), and Regional Wastewater (\$54,119,868).

**Pima County**  
**Summary of Personnel by Fund and Department Schedule G**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Full-Time Equivalent (FTE) 2022/2023</b>	<b>Employees Salaries &amp; Hourly Costs 2022/2023</b>	<b>Retirement Costs 2022/2023</b>	<b>Health Care Costs 2022/2023</b>	<b>Other Benefit Costs 2022/2023</b>	<b>Adopted Expenditures/ Expenses 2022/2023</b>
<b><u>GENERAL FUND</u></b>						
<b><u>General Government Services</u></b>						
Analytics & Data Governance	29.60	2,446,992	294,737	288,180	221,279	3,251,188
Assessor	143.00	6,755,637	861,852	1,332,117	658,305	9,607,911
Board of Supervisors	22.00	1,704,457	371,852	223,621	161,481	2,461,411
Clerk of the Board	19.00	1,017,639	118,314	181,105	96,115	1,413,173
County Administrator	22.30	2,773,296	333,364	274,476	219,357	3,600,493
Elections	44.75	3,139,472	114,075	105,483	167,636	3,526,666
Facilities Management	190.00	10,384,794	1,222,856	1,917,098	1,150,397	14,675,145
Finance & Risk Management	159.48	9,941,381	1,254,578	1,525,620	969,364	13,690,943
Human Resources	51.00	3,196,754	377,413	475,158	296,675	4,346,000
Information Technology	161.00	12,080,738	1,442,986	1,748,426	1,111,079	16,383,229
Procurement	31.00	2,038,808	237,527	328,617	191,379	2,796,331
Recorder	90.75	3,993,994	280,403	375,792	318,526	4,968,715
Treasurer	31.50	1,702,897	240,420	292,267	160,823	2,396,407
<b>Total General Government Services</b>	<b>995.38</b>	<b>61,176,859</b>	<b>7,150,377</b>	<b>9,067,960</b>	<b>5,722,416</b>	<b>83,117,612</b>
<b><u>Community Resources</u></b>						
Communications Office	33.00	2,050,256	234,596	399,587	201,537	2,885,976
Community & Workforce Development	77.56	3,328,592	307,574	384,661	328,705	4,349,532
Grants Management & Innovation	50.00	3,286,038	393,736	500,371	302,787	4,482,932
School Superintendent	18.55	1,293,431	183,275	191,879	120,704	1,789,289
<b>Total Community Resources</b>	<b>179.11</b>	<b>9,958,317</b>	<b>1,119,181</b>	<b>1,476,498</b>	<b>953,733</b>	<b>13,507,729</b>
<b><u>Health Services</u></b>						
Behavioral Health	24.09	1,572,807	181,141	239,783	145,552	2,139,283
Medical Examiner	41.00	3,328,814	382,506	391,659	271,890	4,374,869
Pima Animal Care	111.00	5,255,867	578,820	852,052	531,438	7,218,177
<b>Total Health Services</b>	<b>176.09</b>	<b>10,157,488</b>	<b>1,142,467</b>	<b>1,483,494</b>	<b>948,880</b>	<b>13,732,329</b>

**Pima County**  
**Summary of Personnel by Fund and Department Schedule G**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Full-Time Equivalent (FTE) 2022/2023</b>	<b>Employees Salaries &amp; Hourly Costs 2022/2023</b>	<b>Retirement Costs 2022/2023</b>	<b>Health Care Costs 2022/2023</b>	<b>Other Benefit Costs 2022/2023</b>	<b>Adopted Expenditures/ Expenses 2022/2023</b>
<b><u>Justice &amp; Law</u></b>						
Clerk of the Superior Court	186.88	8,492,193	1,033,476	1,558,127	825,171	11,908,967
Constables	14.00	776,068	369,588	113,458	98,138	1,357,252
County Attorney	321.00	19,292,369	2,573,938	2,728,764	1,952,904	26,547,975
Justice Court Ajo	8.50	402,008	97,121	97,515	42,503	639,147
Justice Court Green Valley	8.00	411,093	74,951	90,290	40,098	616,432
Justice Court Tucson	98.00	4,916,354	970,454	913,742	476,093	7,276,643
Justice Services	7.00	543,976	63,524	77,408	48,931	733,839
Juvenile Court	257.50	11,686,829	3,111,920	2,259,384	1,410,662	18,468,795
Public Defense Services	292.05	19,679,789	2,309,092	2,763,943	1,832,842	26,585,666
Sheriff	1,438.50	85,539,975	11,852,992	14,056,766	10,065,750	121,515,483
Superior Court	464.74	26,297,065	5,676,309	4,149,649	2,767,763	38,890,786
<b>Total Justice &amp; Law</b>	<b>3,096.17</b>	<b>178,037,719</b>	<b>28,133,365</b>	<b>28,809,046</b>	<b>19,560,855</b>	<b>254,540,985</b>
<b><u>Public Works</u></b>						
Capital Program Office	10.00	855,239	106,234	146,311	84,184	1,191,968
Environmental Quality	3.00	195,208	24,406	19,903	19,955	259,472
Natural Resources, Parks & Recreation	277.21	12,632,525	1,289,352	2,208,318	1,406,844	17,537,039
Office of Sustainability & Conservation	17.00	1,294,473	154,850	175,361	120,414	1,745,098
Real Property Services	11.00	781,302	91,469	124,849	72,014	1,069,634
<b>Total Public Works</b>	<b>318.21</b>	<b>15,758,747</b>	<b>1,666,311</b>	<b>2,674,742</b>	<b>1,703,411</b>	<b>21,803,211</b>
<b>TOTAL GENERAL FUND</b>	<b>4,764.96</b>	<b>275,089,130</b>	<b>39,211,701</b>	<b>43,511,740</b>	<b>28,889,295</b>	<b>386,701,866</b>
<b><u>SPECIAL REVENUE FUND</u></b>						
<b><u>General Government Services</u></b>						
Office of Emergency Management & Homeland Security	8.00	573,477	69,792	119,700	52,994	815,963
Recorder	6.00	466,909	56,635	80,107	42,737	646,388
Wireless Integrated Network	8.00	649,140	78,192	93,568	69,691	890,591
<b>Total General Government Services</b>	<b>22.00</b>	<b>1,689,526</b>	<b>204,619</b>	<b>293,375</b>	<b>165,422</b>	<b>2,352,942</b>

**Pima County**  
**Summary of Personnel by Fund and Department Schedule G**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Full-Time Equivalent (FTE) 2022/2023</b>	<b>Employees Salaries &amp; Hourly Costs 2022/2023</b>	<b>Retirement Costs 2022/2023</b>	<b>Health Care Costs 2022/2023</b>	<b>Other Benefit Costs 2022/2023</b>	<b>Adopted Expenditures/ Expenses 2022/2023</b>
<b><u>Community Resources</u></b>						
Attractions & Tourism	9.53	532,421	53,318	68,817	49,234	703,790
Community & Workforce Development	137.38	6,215,004	732,264	1,137,283	553,331	8,637,882
County Free Library	366.50	16,903,120	1,796,661	2,728,049	1,589,319	23,017,149
Grants Management & Innovation	14.00	759,392	92,418	105,518	64,388	1,021,716
School Superintendent	0.50	1,099,922	4,545	29	3,910	1,108,406
Stadium District-Kino Sports Complex	64.74	2,895,354	300,024	537,440	321,505	4,054,323
<b>Total Community Resources</b>	<b>592.65</b>	<b>28,405,213</b>	<b>2,979,230</b>	<b>4,577,136</b>	<b>2,581,687</b>	<b>38,543,266</b>
<b><u>Health Services</u></b>						
Behavioral Health	2.00	126,367	15,379	27,340	10,791	179,877
Health	436.71	21,853,274	2,609,126	3,451,547	2,050,262	29,964,209
Pima Animal Care	26.50	1,085,316	132,083	267,349	101,718	1,586,466
<b>Total Health Services</b>	<b>465.21</b>	<b>23,064,957</b>	<b>2,756,588</b>	<b>3,746,236</b>	<b>2,162,771</b>	<b>31,730,552</b>
<b><u>Justice &amp; Law</u></b>						
Clerk of the Superior Court	5.00	252,771	30,875	54,696	23,258	361,600
County Attorney	86.00	4,615,731	592,091	734,695	413,535	6,356,052
Justice Court Tucson	6.50	212,940	25,915	52,758	18,325	309,938
Juvenile Court	74.50	3,458,502	766,474	641,468	396,214	5,262,658
Public Defense Services	20.00	1,127,623	137,231	145,555	103,508	1,513,917
Sheriff	36.00	1,856,944	307,923	271,501	205,039	2,641,407
Superior Court	212.25	10,550,866	2,842,753	1,919,915	1,226,657	16,540,191
<b>Total Justice &amp; Law</b>	<b>440.25</b>	<b>22,075,377</b>	<b>4,703,262</b>	<b>3,820,588</b>	<b>2,386,536</b>	<b>32,985,763</b>
<b><u>Public Works</u></b>						
Environmental Quality	39.00	2,431,648	297,297	352,169	256,451	3,337,565
Natural Resources, Parks & Recreation	5.17	243,436	25,337	48,942	23,934	341,649
Regional Flood Control District	57.50	4,134,892	493,017	591,162	432,289	5,651,360
Transportation	195.50	10,822,507	1,244,001	2,046,807	1,240,544	15,353,859
<b>Total Public Works</b>	<b>297.17</b>	<b>17,632,483</b>	<b>2,059,652</b>	<b>3,039,080</b>	<b>1,953,218</b>	<b>24,684,433</b>
<b>TOTAL SPECIAL REVENUE FUND</b>	<b>1,817.28</b>	<b>92,867,556</b>	<b>12,703,351</b>	<b>15,476,415</b>	<b>9,249,634</b>	<b>130,296,956</b>



**Pima County**  
**Summary of Personnel by Fund and Department Schedule G**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Full-Time Equivalent (FTE) 2022/2023</b>	<b>Employees Salaries &amp; Hourly Costs 2022/2023</b>	<b>Retirement Costs 2022/2023</b>	<b>Health Care Costs 2022/2023</b>	<b>Other Benefit Costs 2022/2023</b>	<b>Adopted Expenditures/ Expenses 2022/2023</b>
<b><u>ENTERPRISE FUND</u></b>						
<b><u>General Government Services</u></b>						
Facilities Management	7.00	281,863	33,667	55,363	28,234	399,127
<b>Total General Government Services</b>	<b>7.00</b>	<b>281,863</b>	<b>33,667</b>	<b>55,363</b>	<b>28,234</b>	<b>399,127</b>
<b><u>Public Works</u></b>						
Development Services	55.95	3,763,435	439,235	581,277	366,707	5,150,654
Regional Wastewater Reclamation	402.00	23,679,173	2,620,669	4,160,590	2,370,257	32,830,689
<b>Total Public Works</b>	<b>457.95</b>	<b>27,442,608</b>	<b>3,059,904</b>	<b>4,741,867</b>	<b>2,736,964</b>	<b>37,981,343</b>
<b>TOTAL ENTERPRISE FUND</b>	<b>464.95</b>	<b>27,724,471</b>	<b>3,093,571</b>	<b>4,797,230</b>	<b>2,765,198</b>	<b>38,380,470</b>
<b>TOTAL ALL FUNCTIONAL AREAS</b> (not including Int Svs Fund)	<b>7,047.19</b>	<b>395,681,157</b>	<b>55,008,623</b>	<b>63,785,385</b>	<b>40,904,127</b>	<b>555,379,292</b>

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

**INTERNAL SERVICE FUND**

**General Government Services**

Facilities Management	9.00	513,963	60,258	78,771	48,274	701,266
Finance & Risk Management	4.00	284,826	32,850	49,365	27,151	394,192
Fleet Services	61.50	2,958,741	358,057	603,531	322,239	4,242,568
Human Resources	16.00	893,888	105,894	209,640	86,001	1,295,423
Information Technology	76.00	5,068,312	609,410	813,310	473,652	6,964,684
Wireless Integrated Network	5.00	329,844	38,562	65,291	36,730	470,427
<b>TOTAL INTERNAL SERVICE FUND</b>	<b>171.50</b>	<b>10,049,574</b>	<b>1,205,031</b>	<b>1,819,908</b>	<b>994,047</b>	<b>14,068,560</b>
<b>TOTAL ALL FUNCTIONAL AREAS</b> (including Int Svs Fund)	<b>7,218.69</b>	<b>405,730,731</b>	<b>56,213,654</b>	<b>65,605,293</b>	<b>41,898,174</b>	<b>569,447,852</b>

**[NOTE: Slight FTE differences between reports are due to rounding]**

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## **SUMMARY SCHEDULES**

Summary of Changes in Fund Balances

Summary of Expenditures by Fund and Department

Summary of Revenues by Fund and Category

Summary of Expenditures by Functional Area and Department

Summary of Revenues by Functional Area and Department

Summary of Expenditures by Fund, Department and Object Type

Summary of Adopted Full Time Equivalent Positions

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**Pima County**  
**Summary of Changes in Fund Balances**  
**Fiscal Years 2020/2021 - 2022/2023**

	Actual 2020/2021	Adopted 2021/2022	Adopted 2022/2023
<b><u>GENERAL FUND</u></b>			
<b>Beginning Fund Balance</b>	<b>98,107,183</b>	<b>415,770,313</b>	<b>137,789,053</b>
<b>Revenue</b>			
Charges for Services	44,111,401	42,896,845	40,897,394
Fines & Forfeits	2,943,900	3,101,148	3,005,311
Gain or Loss on Disposal of Assets	2,328	-	-
Intergovernmental	204,658,888	182,939,111	203,833,299
Investment Earnings	914,355	402,777	804,129
Licenses & Permits	4,580,324	3,683,800	3,682,450
Miscellaneous Revenue	9,829,094	4,974,340	5,162,851
Property Taxes	365,899,331	379,653,403	395,550,170
<b>Total Revenue</b>	<b>632,939,621</b>	<b>617,651,424</b>	<b>652,935,604</b>
<b>Expenditures</b>			
Community Resources	18,608,692	34,117,410	24,613,551
General Government Services	205,720,795	554,821,000	270,380,101
Health Services	38,416,452	49,494,900	50,510,671
Justice & Law	288,561,415	280,543,319	307,449,690
Public Works	21,978,531	25,533,014	26,938,814
<b>Total Expenditures</b>	<b>573,285,885</b>	<b>944,509,643</b>	<b>679,892,827</b>
<b>Net Operating Transfers</b>	<b>(29,531,075)</b>	<b>(88,912,094)</b>	<b>(110,831,830)</b>
<b>Bond Proceeds</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Adjustments</b>	<b>299,962,083</b>	<b>-</b>	<b>-</b>
<b>General Fund Ending Fund Balance</b>	<b>428,191,927</b>	<b>-</b>	<b>-</b>
<b><u>SPECIAL REVENUE FUND</u></b>			
<b>Beginning Fund Balance</b>	<b>113,970,268</b>	<b>158,051,940</b>	<b>101,851,697</b>
<b>Revenue</b>			
Charges for Services	20,645,795	19,504,008	19,471,049
Fines & Forfeits	4,077,860	3,424,694	3,425,194
Gain or Loss on Disposal of Assets	2,655	-	-
Intergovernmental	221,496,827	548,016,395	623,836,537
Investment Earnings	1,357,073	1,001,014	847,353
Licenses & Permits	6,546,501	5,484,586	5,520,251
Miscellaneous Revenue	13,989,980	13,867,185	12,403,015
Property Taxes	77,199,134	80,941,673	84,678,396
<b>Total Revenue</b>	<b>345,315,825</b>	<b>672,239,555</b>	<b>750,181,795</b>
<b>Expenditures</b>			
Community Resources	139,118,827	119,174,560	237,354,967
General Government Services	15,809,026	369,754,047	286,199,170
Health Services	59,004,907	38,632,050	68,642,256
Justice & Law	36,726,571	57,463,916	58,876,599
Public Works	120,462,545	162,291,679	143,699,986
<b>Total Expenditures</b>	<b>371,121,876</b>	<b>747,316,252</b>	<b>794,772,978</b>

**Pima County**  
**Summary of Changes in Fund Balances**  
**Fiscal Years 2020/2021 - 2022/2023**

	<b>Actual 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b>Net Operating Transfers</b>	28,704,401	10,232,412	8,765,359
<b>Bond Proceeds</b>	-	-	4,000,000
<b>Other Adjustments</b>	25,014,228	-	-
<b>Special Revenue Fund Ending Fund Balance</b>	<b>141,882,846</b>	<b>93,207,655</b>	<b>70,025,873</b>
<b><u>DEBT SERVICE FUND</u></b>			
<b>Beginning Fund Balance</b>	<b>5,143,995</b>	<b>5,389,068</b>	<b>1,790,934</b>
<b>Revenue</b>			
Intergovernmental	13,471	-	-
Investment Earnings	268,633	483,154	187,329
Miscellaneous Revenue	7,800	-	-
Property Taxes	47,928,609	43,459,281	32,354,669
<b>Total Revenue</b>	<b>48,218,513</b>	<b>43,942,435</b>	<b>32,541,998</b>
<b>Expenditures</b>			
General Government Services	121,708,128	109,492,831	99,266,568
<b>Total Expenditures</b>	<b>121,708,128</b>	<b>109,492,831</b>	<b>99,266,568</b>
<b>Net Operating Transfers</b>	69,233,787	62,689,505	66,633,275
<b>Bond Proceeds</b>	-	-	-
<b>Other Adjustments</b>	3,579,493	-	-
<b>Debt Service Fund Ending Fund Balance</b>	<b>4,467,660</b>	<b>2,528,177</b>	<b>1,699,639</b>
<b><u>CAPITAL PROJECTS FUND</u></b>			
<b>Beginning Fund Balance</b>	<b>117,786,553</b>	<b>76,963,010</b>	<b>64,756,713</b>
<b>Revenue</b>			
Charges for Services	10,582,872	7,735,114	9,740,000
Intergovernmental	9,026,938	6,419,786	5,596,804
Investment Earnings	532,984	597,432	126,701
Miscellaneous Revenue	2,145,482	1,500,000	3,661,020
<b>Total Revenue</b>	<b>22,288,276</b>	<b>16,252,332</b>	<b>19,124,525</b>
<b>Expenditures</b>			
Public Works	94,002,913	138,882,005	177,183,899
<b>Total Expenditures</b>	<b>94,002,913</b>	<b>138,882,005</b>	<b>177,183,899</b>
<b>Net Operating Transfers</b>	(48,456,408)	15,558,058	38,544,483
<b>Bond Proceeds</b>	-	-	90,000,000
<b>Other Adjustments</b>	91,000,004	-	-
<b>Capital Projects Fund Ending Fund Balance</b>	<b>88,615,512</b>	<b>(30,108,605)</b>	<b>35,241,822</b>
<b><u>ENTERPRISE FUND</u></b>			
<b>Beginning Fund Balance</b>	<b>132,934,653</b>	<b>158,980,911</b>	<b>194,444,846</b>

**Pima County**  
**Summary of Changes in Fund Balances**  
**Fiscal Years 2020/2021 - 2022/2023**

	Actual 2020/2021	Adopted 2021/2022	Adopted 2022/2023
<b>Revenue</b>			
Charges for Services	183,150,712	179,522,600	182,450,297
Fines & Forfeits	5,550	2,500	2,500
Intergovernmental	-	2,900,000	-
Investment Earnings	1,083,450	2,220,463	1,102,980
Licenses & Permits	12,503,823	8,258,609	9,688,633
Miscellaneous Revenue	569,805	1,421,649	2,409,817
<b>Total Revenue</b>	<b>197,313,340</b>	<b>194,325,821</b>	<b>195,654,227</b>
<b>Expenditures</b>			
General Government Services	2,480,417	2,885,663	2,925,467
Public Works	167,798,092	172,513,813	178,671,240
<b>Total Expenditures</b>	<b>170,278,509</b>	<b>175,399,476</b>	<b>181,596,707</b>
<b>Net Operating Transfers</b>	(19,420,943)	(927,776)	(4,032,253)
<b>Bond Proceeds</b>	-	-	-
<b>Other Adjustments</b>	(16,920,903)	(40,000,000)	-
<b>Enterprise Fund Ending Fund Balance</b>	<b>123,627,638</b>	<b>136,979,480</b>	<b>204,470,113</b>

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

**INTERNAL SERVICE FUND**

<b>Beginning Fund Balance</b>	<b>99,144,818</b>	<b>137,651,288</b>	<b>144,005,414</b>
<b>Revenue</b>			
Charges for Services	126,159,008	139,600,141	143,888,506
Gain or Loss on Disposal of Assets	(2)	(75,000)	-
Investment Earnings	771,179	2,546,883	1,179,182
Miscellaneous Revenue	5,734,978	4,260,730	5,058,778
<b>Total Revenue</b>	<b>132,665,163</b>	<b>146,332,754</b>	<b>150,126,466</b>
<b>Expenditures</b>			
General Government Services	127,616,093	146,411,022	157,654,879
<b>Total Expenditures</b>	<b>127,616,093</b>	<b>146,411,022</b>	<b>157,654,879</b>
<b>Net Operating Transfers</b>	(12,630,298)	1,359,895	920,966
<b>Bond Proceeds</b>	-	-	-
<b>Other Adjustments</b>	(3,460,767)	-	-
<b>Internal Service Fund Ending Fund Balance</b>	<b>88,102,823</b>	<b>138,932,915</b>	<b>137,397,967</b>

**Note: Fund Balances on the schedule are not comparable from year to year because the beginning budgeted fund balance for fiscal year 2021/2022 and fiscal year 2022/2023 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.**

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**Pima County**  
**Summary of Expenditures by Fund and Department**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Fund/Department</b>	<b>Actual 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b>GENERAL FUND</b>			
Analytics & Data Governance	2,662,656	3,319,464	4,140,777
Assessor	7,549,503	9,678,156	11,195,445
Behavioral Health	23,828,086	32,544,342	32,722,035
Board of Supervisors	2,373,097	2,662,830	2,820,953
Capital Program Office	-	798,067	996,975
Clerk of the Board	1,616,422	1,744,372	1,871,616
Clerk of the Superior Court	10,633,483	11,411,137	12,556,037
Communications Office	2,693,877	2,837,981	3,427,450
Community & Economic Development Administration	953,012	1,052,655	-
Community & Workforce Development	9,620,924	23,959,289	13,299,819
Constables	1,479,522	1,639,774	1,689,073
County Administrator	4,502,809	4,646,077	6,137,798
County Attorney	22,981,816	24,664,008	27,007,165
Elections	3,755,588	4,195,925	6,661,116
Environmental Quality	1,067,243	1,346,224	1,354,661
Facilities Management	20,844,259	23,844,190	25,731,943
Finance & Risk Management	14,237,243	15,408,950	16,936,694
Finance Contingency	2,267,605	56,482,717	59,443,499
Finance General Government Revenue	32,981	123,000	100,000
Finance Non Departmental	115,173,777	394,417,255	92,118,854
Grants Management & Innovation	3,646,884	4,081,942	5,255,882
Human Resources	3,975,268	4,495,215	6,140,348
Information Technology	16,141,191	21,076,703	22,476,520
Justice Court Ajo	663,256	731,775	759,160
Justice Court Green Valley	567,065	598,182	701,223
Justice Court Tucson	7,539,861	7,803,422	7,802,008
Justice Services	-	-	820,863
Juvenile Court	21,095,824	20,497,245	21,198,216
Medical Examiner	4,495,919	4,882,929	5,322,873
Natural Resources, Parks & Recreation	17,302,366	20,175,169	21,588,833
Office of Emergency Management & Homeland Security	809,858	786,572	891,271
Office of Sustainability & Conservation	1,639,651	1,748,892	1,892,672
Pima Animal Care	10,092,447	12,067,629	12,465,763
Procurement	2,497,812	2,662,739	2,979,413
Public Defense Services	32,770,004	31,819,598	37,229,116
Public Works Administration	1,969,271	493,615	-
Real Property Services	-	971,047	1,105,673
Recorder	5,085,902	6,720,244	7,658,848
School Superintendent	1,693,995	2,185,543	2,630,400
Sheriff	155,449,100	142,227,805	154,288,912
Superior Court	35,381,484	39,150,373	43,397,917
Treasurer	2,194,824	2,556,591	3,075,006
<b>TOTAL GENERAL FUND</b>	<b>573,285,885</b>	<b>944,509,643</b>	<b>679,892,827</b>

**Pima County**  
**Summary of Expenditures by Fund and Department**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Fund/Department</b>	<b>Actual 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b><u>SPECIAL REVENUE FUND</u></b>			
Attractions & Tourism	1,614,799	2,084,729	2,029,314
Behavioral Health	131,504	723,053	746,697
Clerk of the Superior Court	954,718	1,947,899	1,035,600
Community & Workforce Development	32,443,487	60,186,540	70,259,849
Constables	-	35,000	35,000
County Administrator	2,854,944	2,065,723	-
County Attorney	7,615,404	15,085,207	16,252,719
County Free Library	36,443,986	45,031,490	46,600,637
Elections	72,813	150,000	243,100
Environmental Quality	5,129,555	5,968,424	5,502,772
Facilities Management	6,037,305	9,262,876	21,534,344
Finance & Risk Management	265,010	409,279	545,248
Finance Contingency	87,865	350,987,905	252,782,830
Grants Management & Innovation	59,823,392	903,800	107,835,985
Health	57,951,362	36,726,691	66,238,093
Justice Court Ajo	4,720	25,308	25,307
Justice Court Green Valley	21,554	48,840	85,700
Justice Court Tucson	657,924	1,196,156	1,391,475
Justice Services	-	-	1,563,486
Juvenile Court	5,837,794	7,476,906	7,573,693
Medical Examiner	87,371	81,830	65,000
Natural Resources, Parks & Recreation	4,967,768	6,061,894	7,305,731
Office of Emergency Management & Homeland Security	1,323,793	1,376,414	1,342,249
Office of Sustainability & Conservation	34,077	40,000	18,200
Pima Animal Care	834,670	1,100,476	1,592,466
Public Defense Services	172,875	2,851,793	3,805,161
Public Works Administration	5,870,870	-	-
Real Property Services	-	5,150,000	750,000
Recorder	2,124,553	823,848	1,446,388
Regional Flood Control District	14,769,424	18,824,889	18,475,401
Rocking K South CFD	108,804	1,531,155	4,151,842
School Superintendent	1,687,319	2,401,057	1,804,375
Sheriff	5,514,069	10,341,239	8,186,195
Stadium District-Kino Sports Complex	7,105,844	8,566,944	8,824,807
Superior Court	15,947,513	18,455,568	18,922,263
Transportation	89,690,851	126,246,472	111,647,882
Treasurer	410,963	84,000	84,000
Wireless Integrated Network	2,522,976	3,062,847	4,069,169
<b>TOTAL SPECIAL REVENUE FUND</b>	<b>371,121,876</b>	<b>747,316,252</b>	<b>794,772,978</b>
<b><u>DEBT SERVICE FUND</u></b>			
Finance Debt Service	121,708,128	109,492,831	99,266,568
<b>TOTAL DEBT SERVICE FUND</b>	<b>121,708,128</b>	<b>109,492,831</b>	<b>99,266,568</b>
<b><u>CAPITAL PROJECTS FUND</u></b>			
Capital Projects	94,002,913	138,882,005	177,183,899
<b>TOTAL CAPITAL PROJECTS FUND</b>	<b>94,002,913</b>	<b>138,882,005</b>	<b>177,183,899</b>

**Pima County**  
**Summary of Expenditures by Fund and Department**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Fund/Department</b>	<b>Actual 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b><u>ENTERPRISE FUND</u></b>			
Development Services	6,369,486	6,880,948	7,712,322
Facilities Management	2,480,417	2,885,663	2,925,467
Regional Wastewater Reclamation	161,428,606	165,632,865	170,958,918
<b>TOTAL ENTERPRISE FUND</b>	<b>170,278,509</b>	<b>175,399,476</b>	<b>181,596,707</b>
<b>TOTAL ALL FUNDS</b> (not including Int Svs Fund)	<b>1,330,397,311</b>	<b>2,115,600,207</b>	<b>1,932,712,979</b>
<b><u>THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY</u></b>			
<b><u>INTERNAL SERVICE FUND</u></b>			
Facilities Management	806,962	961,238	1,040,363
Finance & Risk Management	7,860,078	10,823,901	10,473,867
Fleet Services	16,973,178	19,844,875	23,898,506
Human Resources	79,888,882	88,723,829	90,631,471
Information Technology	21,463,893	25,352,256	30,824,431
Wireless Integrated Network	623,100	704,923	786,241
<b>TOTAL INTERNAL SERVICE FUND</b>	<b>127,616,093</b>	<b>146,411,022</b>	<b>157,654,879</b>
<b>GRAND TOTAL ALL FUNDS</b> (includes Int Svs Fund)	<b>1,458,013,404</b>	<b>2,262,011,229</b>	<b>2,090,367,858</b>

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**Pima County**  
**Summary of Revenues by Fund and Category**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Sources of Revenues</b>	<b>Actual Revenues 2020/2021</b>	<b>Adopted Revenues 2021/2022</b>	<b>Adopted Revenues 2022/2023</b>
<b><u>GENERAL FUND</u></b>			
<b>Property Taxes</b>			
Interest on Delinquent Taxes	5,482,965	6,100,000	5,400,000
Penalties on Delinquent Taxes	403,118	496,000	450,000
Personal Property Taxes	11,109,498	11,207,537	11,827,511
Real Property Taxes	348,903,750	361,849,866	377,872,659
<b>Total Property Taxes</b>	<b>365,899,331</b>	<b>379,653,403</b>	<b>395,550,170</b>
<b>Licenses &amp; Permits</b>			
Licenses and Permits	4,580,324	3,683,800	3,682,450
<b>Total Licenses &amp; Permits</b>	<b>4,580,324</b>	<b>3,683,800</b>	<b>3,682,450</b>
<b>Intergovernmental</b>			
Alcoholic Beverages	57,325	75,050	75,900
Auto Lieu Tax	35,296,356	34,237,000	36,243,000
Federal Grants & Aid	4,636,988	5,058,873	4,914,146
Other Local Governments	6,766,370	5,774,247	1,333,864
Sales Tax & Use	151,796,328	132,000,000	154,000,000
State Grants & Aid	1,608,325	1,005,941	1,470,389
Transient Lodging Tax	4,497,196	4,788,000	5,796,000
<b>Total Intergovernmental</b>	<b>204,658,888</b>	<b>182,939,111</b>	<b>203,833,299</b>
<b>Charges for Services</b>			
Animal Control Fees	105,955	86,258	86,258
Collections Fees	20,720	52,000	51,500
Contributions for Administrative Overhead	15,944,592	17,715,017	16,658,843
Correctional Housing	7,561,734	6,800,000	6,800,000
Court Fees	4,802,645	5,337,207	5,037,084
Facility Fees	920,759	893,925	906,275
General Government	10,313,423	9,217,510	8,467,824
Health Fees	1,628,601	1,374,150	1,383,300
Interdepartmental Fees	1,580,759	300,500	300,000
Other Miscellaneous Fees	587,927	570,750	570,750
Other Miscellaneous Revenue	82,716	7,000	7,000
Sheriff Department Fees	558,935	541,878	627,910
Veterinary Charges	2,635	650	650
<b>Total Charges for Services</b>	<b>44,111,401</b>	<b>42,896,845</b>	<b>40,897,394</b>
<b>Fines &amp; Forfeits</b>			
Justice Court Fines & Forfeits	2,571,856	2,580,731	2,535,123
Other Fines & Forfeits	128,804	306,735	243,210
Superior Court Fines & Forfeits	243,240	213,682	226,978
<b>Total Fines &amp; Forfeits</b>	<b>2,943,900</b>	<b>3,101,148</b>	<b>3,005,311</b>
<b>Investment Earnings</b>			
Investment Earnings	914,355	402,777	804,129
<b>Total Investment Earnings</b>	<b>914,355</b>	<b>402,777</b>	<b>804,129</b>

**Pima County**  
**Summary of Revenues by Fund and Category**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Sources of Revenues</b>	<b>Actual Revenues 2020/2021</b>	<b>Adopted Revenues 2021/2022</b>	<b>Adopted Revenues 2022/2023</b>
<b>Miscellaneous Revenue</b>			
Other Miscellaneous Revenue	8,812,197	3,487,966	3,440,487
Overages and Shortages	(1,555)	(6,000)	(6,000)
Rents & Royalties	1,018,452	1,492,374	1,728,364
<b>Total Miscellaneous Revenue</b>	<b>9,829,094</b>	<b>4,974,340</b>	<b>5,162,851</b>
<b>Gain or Loss on Disposal of Assets</b>	<b>2,328</b>	<b>-</b>	<b>-</b>
<b>TOTAL GENERAL FUND REVENUE</b>	<b>632,939,621</b>	<b>617,651,424</b>	<b>652,935,604</b>
<b><u>SPECIAL REVENUE FUND</u></b>			
<b>Attractions &amp; Tourism</b>			
Charges for Services	21,564	36,025	118,200
Intergovernmental	856,609	912,000	1,104,000
Investment Earnings	16,307	25,000	11,592
Miscellaneous Revenue	344,336	46,780	22,562
<b>Total Attractions &amp; Tourism</b>	<b>1,238,816</b>	<b>1,019,805</b>	<b>1,256,354</b>
<b>Behavioral Health</b>			
Intergovernmental	123,116	527,883	674,802
<b>Total Behavioral Health</b>	<b>123,116</b>	<b>527,883</b>	<b>674,802</b>
<b>Clerk of the Superior Court</b>			
Charges for Services	733,602	687,140	670,841
Intergovernmental	114,581	844,388	24,243
Investment Earnings	11,461	16,989	16,133
<b>Total Clerk of the Superior Court</b>	<b>859,644</b>	<b>1,548,517</b>	<b>711,217</b>
<b>Community &amp; Workforce Development</b>			
Intergovernmental	30,323,020	56,183,649	68,472,744
Investment Earnings	14,217	10,525	6,080
Miscellaneous Revenue	1,643,501	3,352,018	1,636,218
<b>Total Community &amp; Workforce Development</b>	<b>31,980,738</b>	<b>59,546,192</b>	<b>70,115,042</b>
<b>Constables</b>			
Intergovernmental	-	-	35,000
Miscellaneous Revenue	-	35,000	-
<b>Total Constables</b>	<b>-</b>	<b>35,000</b>	<b>35,000</b>
<b>County Administrator</b>			
Intergovernmental	498,144	1,247,809	-
Investment Earnings	8,498	-	-
Miscellaneous Revenue	666,266	492,514	-
<b>Total County Administrator</b>	<b>1,172,908</b>	<b>1,740,323</b>	<b>-</b>

**Pima County**  
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<b>Sources of Revenues</b>	<b>Actual Revenues 2020/2021</b>	<b>Adopted Revenues 2021/2022</b>	<b>Adopted Revenues 2022/2023</b>
<b>County Attorney</b>			
Fines & Forfeits	3,928,411	3,343,894	3,343,894
Intergovernmental	4,524,311	6,908,586	8,044,985
Investment Earnings	84,117	212,300	158,300
Miscellaneous Revenue	120,176	161,663	200,000
<b>Total County Attorney</b>	<b>8,657,015</b>	<b>10,626,443</b>	<b>11,747,179</b>
<b>County Free Library</b>			
Charges for Services	764,101	570,000	530,000
Intergovernmental	110,271	211,000	265,000
Investment Earnings	181,270	175,000	70,000
Miscellaneous Revenue	313,881	407,950	415,950
Property Taxes	49,119,543	51,502,100	54,808,104
<b>Total County Free Library</b>	<b>50,489,066</b>	<b>52,866,050</b>	<b>56,089,054</b>
<b>Elections</b>			
Intergovernmental	66,745	150,000	243,100
Investment Earnings	626	-	-
<b>Total Elections</b>	<b>67,371</b>	<b>150,000</b>	<b>243,100</b>
<b>Environmental Quality</b>			
Charges for Services	7,076	-	-
Fines & Forfeits	55,000	-	-
Intergovernmental	2,219,921	2,702,760	2,342,342
Investment Earnings	47,398	79,500	41,000
Licenses & Permits	2,657,846	2,400,560	2,378,520
Miscellaneous Revenue	22,023	19,500	2,500
<b>Total Environmental Quality</b>	<b>5,009,264</b>	<b>5,202,320</b>	<b>4,764,362</b>
<b>Facilities Management</b>			
Charges for Services	-	-	28,258
Intergovernmental	61,469	150,000	-
Investment Earnings	169,442	100,000	30,000
Miscellaneous Revenue	5,815,470	6,382,269	6,291,244
<b>Total Facilities Management</b>	<b>6,046,381</b>	<b>6,632,269</b>	<b>6,349,502</b>
<b>Finance &amp; Risk Management</b>			
Intergovernmental	78	-	-
Investment Earnings	4,217	-	-
Miscellaneous Revenue	32,400	107,200	-
Property Taxes	248,410	272,718	297,217
<b>Total Finance &amp; Risk Management</b>	<b>285,105</b>	<b>379,918</b>	<b>297,217</b>
<b>Finance Contingency</b>			
Intergovernmental	-	350,000,000	250,000,000
Investment Earnings	330,291	-	-
Miscellaneous Revenue	198	-	-
<b>Total Finance Contingency</b>	<b>330,489</b>	<b>350,000,000</b>	<b>250,000,000</b>

**Pima County**  
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<b>Sources of Revenues</b>	<b>Actual Revenues 2020/2021</b>	<b>Adopted Revenues 2021/2022</b>	<b>Adopted Revenues 2022/2023</b>
<b>Grants Management &amp; Innovation</b>			
Intergovernmental	59,086,550	957,000	121,404,590
Miscellaneous Revenue	334,061	-	-
<b>Total Grants Management &amp; Innovation</b>	<b>59,420,611</b>	<b>957,000</b>	<b>121,404,590</b>
<b>Health</b>			
Charges for Services	2,423,256	2,138,736	2,795,414
Gain or Loss on Disposal of Assets	2,655	-	-
Intergovernmental	11,165,683	13,244,981	44,573,132
Investment Earnings	35,571	12,000	12,000
Licenses & Permits	2,240,187	2,173,526	2,608,231
Miscellaneous Revenue	827,123	584,997	325,457
<b>Total Health</b>	<b>16,694,475</b>	<b>18,154,240</b>	<b>50,314,234</b>
<b>Justice Court Ajo</b>			
Charges for Services	6,845	7,213	8,007
Fines & Forfeits	2,362	2,000	2,500
Investment Earnings	1,150	-	-
Miscellaneous Revenue	399	878	580
<b>Total Justice Court Ajo</b>	<b>10,756</b>	<b>10,091</b>	<b>11,087</b>
<b>Justice Court Green Valley</b>			
Charges for Services	34,670	33,488	32,466
Fines & Forfeits	5,888	1,800	1,800
Investment Earnings	2,192	-	-
<b>Total Justice Court Green Valley</b>	<b>42,750</b>	<b>35,288</b>	<b>34,266</b>
<b>Justice Court Tucson</b>			
Charges for Services	779,517	825,000	855,000
Fines & Forfeits	61,952	70,000	70,000
Investment Earnings	7,985	-	-
Miscellaneous Revenue	3,115	-	-
<b>Total Justice Court Tucson</b>	<b>852,569</b>	<b>895,000</b>	<b>925,000</b>
<b>Justice Services</b>			
Intergovernmental	-	-	495,000
Miscellaneous Revenue	-	-	597,831
<b>Total Justice Services</b>	<b>-</b>	<b>-</b>	<b>1,092,831</b>
<b>Juvenile Court</b>			
Charges for Services	147,540	265,250	286,375
Fines & Forfeits	4,620	4,000	4,000
Intergovernmental	5,615,066	7,231,430	7,303,685
Investment Earnings	24,217	58,355	58,615
Miscellaneous Revenue	461	6,000	6,000
<b>Total Juvenile Court</b>	<b>5,791,904</b>	<b>7,565,035</b>	<b>7,658,675</b>



**Pima County**  
**Summary of Revenues by Fund and Category**  
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<b>Sources of Revenues</b>	<b>Actual Revenues 2020/2021</b>	<b>Adopted Revenues 2021/2022</b>	<b>Adopted Revenues 2022/2023</b>
<b>Medical Examiner</b>			
Charges for Services	10,500	38,280	33,950
Intergovernmental	125,489	49,803	-
Investment Earnings	2,510	2,200	2,600
Miscellaneous Revenue	29,000	30,020	33,950
<b>Total Medical Examiner</b>	<b>167,499</b>	<b>120,303</b>	<b>70,500</b>
<b>Natural Resources, Parks &amp; Recreation</b>			
Charges for Services	149,042	132,000	231,000
Intergovernmental	7,981	35,000	-
Investment Earnings	41,809	61,000	29,700
Miscellaneous Revenue	886,157	817,500	1,262,100
<b>Total Natural Resources, Parks &amp; Recreation</b>	<b>1,084,989</b>	<b>1,045,500</b>	<b>1,522,800</b>
<b>Office of Emergency Management &amp; Homeland Security</b>			
Intergovernmental	609,237	881,168	875,652
<b>Total Office of Emergency Management &amp; Homeland Security</b>	<b>609,237</b>	<b>881,168</b>	<b>875,652</b>
<b>Office of Sustainability &amp; Conservation</b>			
Intergovernmental	20,000	20,000	20,000
<b>Total Office of Sustainability &amp; Conservation</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>Pima Animal Care</b>			
Investment Earnings	2,880	5,200	5,200
Miscellaneous Revenue	1,082,027	746,588	339,064
<b>Total Pima Animal Care</b>	<b>1,084,907</b>	<b>751,788</b>	<b>344,264</b>
<b>Public Defense Services</b>			
Intergovernmental	482,310	2,090,217	3,122,379
Investment Earnings	32,428	3,365	3,365
Miscellaneous Revenue	482	300	300
<b>Total Public Defense Services</b>	<b>515,220</b>	<b>2,093,882</b>	<b>3,126,044</b>
<b>Public Works Administration</b>			
Intergovernmental	5,850,000	-	-
Miscellaneous Revenue	43,788	-	-
<b>Total Public Works Administration</b>	<b>5,893,788</b>	<b>-</b>	<b>-</b>
<b>Real Property Services</b>			
Intergovernmental	-	5,150,000	750,000
<b>Total Real Property Services</b>	<b>-</b>	<b>5,150,000</b>	<b>750,000</b>

**Pima County**  
**Summary of Revenues by Fund and Category**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Sources of Revenues</b>	<b>Actual Revenues 2020/2021</b>	<b>Adopted Revenues 2021/2022</b>	<b>Adopted Revenues 2022/2023</b>
<b>Recorder</b>			
Charges for Services	1,094,864	961,538	900,000
Intergovernmental	667,973	300,000	300,000
Investment Earnings	9,709	-	-
Miscellaneous Revenue	952,588	-	-
<b>Total Recorder</b>	<b>2,725,134</b>	<b>1,261,538</b>	<b>1,200,000</b>
<b>Regional Flood Control District</b>			
Charges for Services	2,735,020	1,274,100	774,100
Fines & Forfeits	2,262	3,000	3,000
Intergovernmental	318,647	1,774,344	3,619,344
Investment Earnings	65,615	100,000	89,519
Licenses & Permits	3,100	3,500	3,500
Miscellaneous Revenue	90,420	93,900	93,800
Property Taxes	27,812,840	29,143,400	29,460,112
<b>Total Regional Flood Control District</b>	<b>31,027,904</b>	<b>32,392,244</b>	<b>34,043,375</b>
<b>Rocking K South CFD</b>			
Investment Earnings	98	10,000	530
Property Taxes	14,136	21,155	111,963
<b>Total Rocking K South CFD</b>	<b>14,234</b>	<b>31,155</b>	<b>112,493</b>
<b>School Superintendent</b>			
Charges for Services	-	380,000	-
Intergovernmental	1,369,496	1,710,000	1,864,610
Investment Earnings	50	-	-
Miscellaneous Revenue	88,230	-	-
<b>Total School Superintendent</b>	<b>1,457,776</b>	<b>2,090,000</b>	<b>1,864,610</b>
<b>Sheriff</b>			
Charges for Services	3,754,615	2,860,000	2,710,000
Fines & Forfeits	6,450	-	-
Intergovernmental	4,271,271	6,152,119	3,823,435
Investment Earnings	36,587	37,000	29,000
Miscellaneous Revenue	70,358	65,000	45,000
<b>Total Sheriff</b>	<b>8,139,281</b>	<b>9,114,119</b>	<b>6,607,435</b>
<b>Stadium District-Kino Sports Complex</b>			
Charges for Services	584,104	2,143,500	2,263,000
Intergovernmental	924,631	1,100,000	1,200,000
Investment Earnings	6,702	-	2,500
Miscellaneous Revenue	59,467	28,640	33,640
<b>Total Stadium District-Kino Sports Complex</b>	<b>1,574,904</b>	<b>3,272,140</b>	<b>3,499,140</b>

**Pima County**  
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<b>Sources of Revenues</b>	<b>Actual Revenues 2020/2021</b>	<b>Adopted Revenues 2021/2022</b>	<b>Adopted Revenues 2022/2023</b>
<b>Superior Court</b>			
Charges for Services	3,518,696	3,227,194	3,177,582
Intergovernmental	12,394,850	13,998,834	14,671,050
Investment Earnings	28,063	58,680	24,357
Miscellaneous Revenue	45,586	119,360	116,100
<b>Total Superior Court</b>	<b>15,987,195</b>	<b>17,404,068</b>	<b>17,989,089</b>
<b>Transportation</b>			
Charges for Services	166,231	200,000	200,000
Fines & Forfeits	10,915	-	-
Intergovernmental	79,689,378	73,483,424	88,607,444
Investment Earnings	161,515	19,709	238,219
Licenses & Permits	1,645,368	907,000	530,000
Miscellaneous Revenue	376,185	268,431	863,578
Property Taxes	4,205	2,300	1,000
<b>Total Transportation</b>	<b>82,053,797</b>	<b>74,880,864</b>	<b>90,440,241</b>
<b>Treasurer</b>			
Charges for Services	28,095	50,000	50,000
Investment Earnings	3,491	1,000	1,000
Miscellaneous Revenue	62,877	35,000	35,000
<b>Total Treasurer</b>	<b>94,463</b>	<b>86,000</b>	<b>86,000</b>
<b>Wireless Integrated Network</b>			
Charges for Services	3,686,457	3,674,544	3,806,856
Investment Earnings	26,657	13,191	17,643
Miscellaneous Revenue	79,405	65,677	82,141
<b>Total Wireless Integrated Network</b>	<b>3,792,519</b>	<b>3,753,412</b>	<b>3,906,640</b>
<b>TOTAL SPECIAL REVENUE FUND</b>	<b>345,315,825</b>	<b>672,239,555</b>	<b>750,181,795</b>
<b><u>DEBT SERVICE</u></b>			
Intergovernmental	13,471	-	-
Investment Earnings	268,633	483,154	187,329
Miscellaneous Revenue	7,800	-	-
Property Taxes	47,928,609	43,459,281	32,354,669
<b>TOTAL DEBT SERVICE</b>	<b>48,218,513</b>	<b>43,942,435</b>	<b>32,541,998</b>
<b><u>CAPITAL PROJECTS</u></b>			
Charges for Services	10,582,872	7,735,114	9,740,000
Intergovernmental	9,026,938	6,419,786	5,596,804
Investment Earnings	532,984	597,432	126,701
Miscellaneous Revenue	2,145,482	1,500,000	3,661,020
<b>TOTAL CAPITAL PROJECTS</b>	<b>22,288,276</b>	<b>16,252,332</b>	<b>19,124,525</b>

**Pima County**  
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<b>Sources of Revenues</b>	<b>Actual Revenues 2020/2021</b>	<b>Adopted Revenues 2021/2022</b>	<b>Adopted Revenues 2022/2023</b>
<b><u>ENTERPRISE FUND</u></b>			
<b>Development Services</b>			
Charges for Services	1,461,672	1,043,066	1,065,247
Investment Earnings	72,961	99,663	77,580
Licenses & Permits	12,485,623	8,238,609	9,668,633
Miscellaneous Revenue	1,844	8,427	8,595
<b>Total Development Services</b>	<b>14,022,100</b>	<b>9,389,765</b>	<b>10,820,055</b>
<b>Facilities Management</b>			
Charges for Services	1,985,369	2,317,905	2,192,619
Investment Earnings	9,922	10,800	5,400
Miscellaneous Revenue	41,842	12,550	550
<b>Total Facilities Management</b>	<b>2,037,133</b>	<b>2,341,255</b>	<b>2,198,569</b>
<b>Regional Wastewater Reclamation</b>			
Charges for Services	179,703,671	176,161,629	179,192,431
Fines & Forfeits	5,550	2,500	2,500
Intergovernmental	-	2,900,000	-
Investment Earnings	1,000,567	2,110,000	1,020,000
Licenses & Permits	18,200	20,000	20,000
Miscellaneous Revenue	526,119	1,400,672	2,400,672
<b>Total Regional Wastewater Reclamation</b>	<b>181,254,107</b>	<b>182,594,801</b>	<b>182,635,603</b>
<b>TOTAL ENTERPRISE FUND</b>	<b>197,313,340</b>	<b>194,325,821</b>	<b>195,654,227</b>
<b>TOTAL ALL FUNDS (not including Int Svs Fund)</b>	<b>1,246,075,575</b>	<b>1,544,411,567</b>	<b>1,650,438,149</b>

\* These amounts include actual revenues recognized on the modified accrual or accrual basis as of February 28, 2022, plus projected revenues for the remainder of the fiscal year.

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

**INTERNAL SERVICE FUND**

<b>Fleet Services</b>			
Charges for Services	17,502,013	19,250,552	18,480,448
Gain or Loss on Disposal of Assets	(2)	(75,000)	-
Investment Earnings	100,016	590,000	170,000
Miscellaneous Revenue	191,913	213,200	205,600
<b>Total Fleet Services</b>	<b>17,793,940</b>	<b>19,978,752</b>	<b>18,856,048</b>
<b>Health Benefits Trust Fund</b>			
Charges for Services	68,186,169	76,031,011	80,254,945
Investment Earnings	177,612	335,400	308,960
Miscellaneous Revenue	4,960,268	4,047,530	4,853,178
<b>Total Health Benefits Trust Fund</b>	<b>73,324,049</b>	<b>80,413,941</b>	<b>85,417,083</b>

**Pima County**  
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<b>Information Technology</b>			
Charges for Services	22,359,648	22,636,042	25,249,824
Investment Earnings	24,071	70,758	90,000
Miscellaneous Revenue	345,379	-	-
<b>Total Information Technology</b>	<b>22,729,098</b>	<b>22,706,800</b>	<b>25,339,824</b>
<b>Risk Management</b>			
Charges for Services	10,150,153	13,532,276	12,556,709
Investment Earnings	442,283	1,500,000	595,023
Miscellaneous Revenue	237,418	-	-
<b>Total Risk Management</b>	<b>10,829,854</b>	<b>15,032,276</b>	<b>13,151,732</b>
<b>Information Technology</b>			
Charges for Services	7,401,420	7,653,360	6,817,140
Investment Earnings	23,808	45,925	14,000
<b>Total Information Technology</b>	<b>7,425,228</b>	<b>7,699,285</b>	<b>6,831,140</b>
<b>Wireless Integrated Network</b>			
Charges for Services	559,605	496,900	529,440
Investment Earnings	3,389	4,800	1,199
<b>Total Wireless Integrated Network</b>	<b>562,994</b>	<b>501,700</b>	<b>530,639</b>
<b>TOTAL INTERNAL SERVICE FUND</b>	<b>132,665,163</b>	<b>146,332,754</b>	<b>150,126,466</b>
<b>GRAND TOTAL ALL FUNDS</b> (includes Int Svs Fund)	<b>1,378,740,738</b>	<b>1,690,744,321</b>	<b>1,800,564,615</b>

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**Pima County**  
**Summary of Expenditures by Functional Area, Department, and Fund**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Function/Department/Fund</b>	<b>Actual 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b><u>GENERAL GOVERNMENT SERVICES</u></b>			
<b>Analytics &amp; Data Governance</b>			
General Fund	2,662,656	3,319,464	4,140,777
<b>Total Analytics &amp; Data Governance</b>	<b>2,662,656</b>	<b>3,319,464</b>	<b>4,140,777</b>
<b>Assessor</b>			
General Fund	7,549,503	9,678,156	11,195,445
<b>Total Assessor</b>	<b>7,549,503</b>	<b>9,678,156</b>	<b>11,195,445</b>
<b>Board of Supervisors</b>			
General Fund	2,373,097	2,662,830	2,820,953
<b>Total Board of Supervisors</b>	<b>2,373,097</b>	<b>2,662,830</b>	<b>2,820,953</b>
<b>Clerk of the Board</b>			
General Fund	1,616,422	1,744,372	1,871,616
<b>Total Clerk of the Board</b>	<b>1,616,422</b>	<b>1,744,372</b>	<b>1,871,616</b>
<b>County Administrator</b>			
General Fund	4,502,809	4,646,077	6,137,798
Grants	2,854,944	2,065,723	-
<b>Total County Administrator</b>	<b>7,357,753</b>	<b>6,711,800</b>	<b>6,137,798</b>
<b>Elections</b>			
General Fund	3,755,588	4,195,925	6,661,116
Grants	72,813	150,000	243,100
<b>Total Elections</b>	<b>3,828,401</b>	<b>4,345,925</b>	<b>6,904,216</b>
<b>Facilities Management</b>			
General Fund	20,844,259	23,844,190	25,731,943
Facilities Renewal	6,037,305	9,112,876	21,534,344
Grants	-	150,000	-
Parking Garages	2,480,417	2,885,663	2,925,467
<b>Total Facilities Management</b>	<b>29,361,981</b>	<b>35,992,729</b>	<b>50,191,754</b>
<b>Finance &amp; Risk Management</b>			
General Fund	14,237,243	15,408,950	16,936,694
Improvement and Other Districts	212,764	272,718	297,494
Special Revenue	52,246	136,561	247,754
<b>Total Finance &amp; Risk Management</b>	<b>14,502,253</b>	<b>15,818,229</b>	<b>17,481,942</b>
<b>Finance Contingency</b>			
General Fund	2,267,605	56,482,717	59,443,499
Grants	87,865	350,987,905	252,782,830
<b>Total Finance Contingency</b>	<b>2,355,470</b>	<b>407,470,622</b>	<b>312,226,329</b>
<b>Finance Debt Service</b>			
Debt Service	121,708,128	109,492,831	99,266,568
<b>Total Finance Debt Service</b>	<b>121,708,128</b>	<b>109,492,831</b>	<b>99,266,568</b>

**Pima County**  
**Summary of Expenditures by Functional Area, Department, and Fund**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Function/Department/Fund</b>	<b>Actual 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b>Finance General Government Revenue</b>			
General Fund	32,981	123,000	100,000
<b>Total Finance General Government Revenue</b>	<b>32,981</b>	<b>123,000</b>	<b>100,000</b>
<b>Finance Non Departmental</b>			
General Fund	115,173,777	394,417,255	92,118,854
<b>Total Finance Non Departmental</b>	<b>115,173,777</b>	<b>394,417,255</b>	<b>92,118,854</b>
<b>Human Resources</b>			
General Fund	3,975,268	4,495,215	6,140,348
<b>Total Human Resources</b>	<b>3,975,268</b>	<b>4,495,215</b>	<b>6,140,348</b>
<b>Information Technology</b>			
General Fund	16,141,191	21,076,703	22,476,520
<b>Total Information Technology</b>	<b>16,141,191</b>	<b>21,076,703</b>	<b>22,476,520</b>
<b>Office of Emergency Management &amp; Homeland Security</b>			
General Fund	809,858	786,572	891,271
Grants	1,323,793	1,376,414	1,342,249
<b>Total Office of Emergency Management &amp; Homeland Security</b>	<b>2,133,651</b>	<b>2,162,986</b>	<b>2,233,520</b>
<b>Procurement</b>			
General Fund	2,497,812	2,662,739	2,979,413
<b>Total Procurement</b>	<b>2,497,812</b>	<b>2,662,739</b>	<b>2,979,413</b>
<b>Recorder</b>			
General Fund	5,085,902	6,720,244	7,658,848
Document Storage & Retrieval	2,124,553	823,848	1,446,388
<b>Total Recorder</b>	<b>7,210,455</b>	<b>7,544,092</b>	<b>9,105,236</b>
<b>Rocking K South CFD</b>			
Special Revenue	108,804	1,531,155	4,151,842
<b>Total Rocking K South CFD</b>	<b>108,804</b>	<b>1,531,155</b>	<b>4,151,842</b>
<b>Treasurer</b>			
General Fund	2,194,824	2,556,591	3,075,006
Taxpayer Information Fund	410,963	84,000	84,000
<b>Total Treasurer</b>	<b>2,605,787</b>	<b>2,640,591</b>	<b>3,159,006</b>
<b>Wireless Integrated Network</b>			
Special Revenue	2,522,976	3,062,847	4,069,169
<b>Total Wireless Integrated Network</b>	<b>2,522,976</b>	<b>3,062,847</b>	<b>4,069,169</b>
<b>TOTAL GENERAL GOVERNMENT SERVICES</b>	<b>345,718,366</b>	<b>1,036,953,541</b>	<b>658,771,306</b>



**Pima County**  
**Summary of Expenditures by Functional Area, Department, and Fund**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Function/Department/Fund</b>	<b>Actual 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b><u>COMMUNITY RESOURCES</u></b>			
<b>Attractions &amp; Tourism</b>			
Special Revenue	1,614,799	2,084,729	2,029,314
<b>Total Attractions &amp; Tourism</b>	<b>1,614,799</b>	<b>2,084,729</b>	<b>2,029,314</b>
<b>Communications Office</b>			
General Fund	2,693,877	2,837,981	3,427,450
<b>Total Communications Office</b>	<b>2,693,877</b>	<b>2,837,981</b>	<b>3,427,450</b>
<b>Community &amp; Economic Development Administration</b>			
General Fund	953,012	1,052,655	-
<b>Total Community &amp; Economic Development Administration</b>	<b>953,012</b>	<b>1,052,655</b>	<b>-</b>
<b>Community &amp; Workforce Development</b>			
General Fund	9,620,924	23,959,289	13,299,819
Grants	31,858,117	59,065,412	69,145,528
Housing Trust Fund	-	50,000	50,000
Pima Vocational Special Revenue	585,370	1,071,128	1,064,321
<b>Total Community &amp; Workforce Development</b>	<b>42,064,411</b>	<b>84,145,829</b>	<b>83,559,668</b>
<b>County Free Library</b>			
Special Revenue	36,443,986	45,031,490	46,600,637
<b>Total County Free Library</b>	<b>36,443,986</b>	<b>45,031,490</b>	<b>46,600,637</b>
<b>Grants Management &amp; Innovation</b>			
General Fund	3,646,884	4,081,942	5,255,882
Grants	59,823,392	903,800	107,835,985
<b>Total Grants Management &amp; Innovation</b>	<b>63,470,276</b>	<b>4,985,742</b>	<b>113,091,867</b>
<b>School Superintendent</b>			
General Fund	1,693,995	2,185,543	2,630,400
Grants	55	368,000	-
School Reserve Special Programs	1,687,264	2,033,057	1,804,375
<b>Total School Superintendent</b>	<b>3,381,314</b>	<b>4,586,600</b>	<b>4,434,775</b>
<b>Stadium District-Kino Sports Complex</b>			
Special Revenue	7,105,844	8,566,944	8,824,807
<b>Total Stadium District-Kino Sports Complex</b>	<b>7,105,844</b>	<b>8,566,944</b>	<b>8,824,807</b>
<b>TOTAL COMMUNITY RESOURCES</b>	<b>157,727,519</b>	<b>153,291,970</b>	<b>261,968,518</b>
<b><u>HEALTH SERVICES</u></b>			
<b>Behavioral Health</b>			
General Fund	23,828,086	32,544,342	32,722,035
Grants	131,504	723,053	746,697
<b>Total Behavioral Health</b>	<b>23,959,590</b>	<b>33,267,395</b>	<b>33,468,732</b>

**Pima County**  
**Summary of Expenditures by Functional Area, Department, and Fund**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Function/Department/Fund</b>	<b>Actual 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b>Health</b>			
Grants	36,851,532	15,479,597	44,525,606
Health Services	21,099,830	21,247,094	21,712,487
<b>Total Health</b>	<b>57,951,362</b>	<b>36,726,691</b>	<b>66,238,093</b>
<b>Medical Examiner</b>			
General Fund	4,495,919	4,882,929	5,322,873
Grants	82,571	48,000	-
Special Programs Fund	4,800	33,830	65,000
<b>Total Medical Examiner</b>	<b>4,583,290</b>	<b>4,964,759</b>	<b>5,387,873</b>
<b>Pima Animal Care</b>			
General Fund	10,092,447	12,067,629	12,465,763
Grants	834,670	1,100,476	1,592,466
<b>Total Pima Animal Care</b>	<b>10,927,117</b>	<b>13,168,105</b>	<b>14,058,229</b>
<b>TOTAL HEALTH SERVICES</b>	<b>97,421,359</b>	<b>88,126,950</b>	<b>119,152,927</b>
<b><u>JUSTICE &amp; LAW</u></b>			
<b>Clerk of the Superior Court</b>			
General Fund	10,633,483	11,411,137	12,556,037
Grants	19,808	822,350	-
Special Programs Fund	934,910	1,125,549	1,035,600
<b>Total Clerk of the Superior Court</b>	<b>11,588,201</b>	<b>13,359,036</b>	<b>13,591,637</b>
<b>Constables</b>			
General Fund	1,479,522	1,639,774	1,689,073
Grants	-	35,000	35,000
<b>Total Constables</b>	<b>1,479,522</b>	<b>1,674,774</b>	<b>1,724,073</b>
<b>County Attorney</b>			
General Fund	22,981,816	24,664,008	27,007,165
Grants	3,525,463	4,979,548	5,816,763
Special Programs Fund	4,089,941	10,105,659	10,435,956
<b>Total County Attorney</b>	<b>30,597,220</b>	<b>39,749,215</b>	<b>43,259,884</b>
<b>Justice Court Ajo</b>			
General Fund	663,256	731,775	759,160
Grants	-	7,308	7,307
Special Programs Fund	4,720	18,000	18,000
<b>Total Justice Court Ajo</b>	<b>667,976</b>	<b>757,083</b>	<b>784,467</b>
<b>Justice Court Green Valley</b>			
General Fund	567,065	598,182	701,223
Grants	500	-	-
Special Programs Fund	21,054	48,840	85,700
<b>Total Justice Court Green Valley</b>	<b>588,619</b>	<b>647,022</b>	<b>786,923</b>

**Pima County**  
**Summary of Expenditures by Functional Area, Department, and Fund**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Function/Department/Fund</b>	<b>Actual 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b>Justice Court Tucson</b>			
General Fund	7,539,861	7,803,422	7,802,008
Special Programs Fund	657,924	1,196,156	1,391,475
<b>Total Justice Court Tucson</b>	<b>8,197,785</b>	<b>8,999,578</b>	<b>9,193,483</b>
<b>Justice Services</b>			
General Fund	-	-	820,863
Grants	-	-	1,563,486
<b>Total Justice Services</b>	<b>-</b>	<b>-</b>	<b>2,384,349</b>
<b>Juvenile Court</b>			
General Fund	21,095,824	20,497,245	21,198,216
Grants	864,680	1,092,256	1,040,795
Special Programs Fund	4,973,114	6,384,650	6,532,898
<b>Total Juvenile Court</b>	<b>26,933,618</b>	<b>27,974,151</b>	<b>28,771,909</b>
<b>Public Defense Services</b>			
General Fund	32,770,004	31,819,598	37,229,116
Grants	157,862	1,624,288	2,577,656
Special Programs Fund	15,013	1,227,505	1,227,505
<b>Total Public Defense Services</b>	<b>32,942,879</b>	<b>34,671,391</b>	<b>41,034,277</b>
<b>Sheriff</b>			
General Fund	155,449,100	142,227,805	154,288,912
Grants	3,183,784	5,199,187	3,408,201
Special Programs Fund	2,330,285	5,142,052	4,777,994
<b>Total Sheriff</b>	<b>160,963,169</b>	<b>152,569,044</b>	<b>162,475,107</b>
<b>Superior Court</b>			
General Fund	35,381,484	39,150,373	43,397,917
Grants	1,237,861	1,625,522	1,633,337
Special Programs Fund	14,709,652	16,830,046	17,288,926
<b>Total Superior Court</b>	<b>51,328,997</b>	<b>57,605,941</b>	<b>62,320,180</b>
<b>TOTAL JUSTICE &amp; LAW</b>	<b>325,287,986</b>	<b>338,007,235</b>	<b>366,326,289</b>
<b><u>PUBLIC WORKS</u></b>			
<b>Capital Program Office</b>			
General Fund	-	798,067	996,975
<b>Total Capital Program Office</b>	<b>-</b>	<b>798,067</b>	<b>996,975</b>
<b>Capital Projects</b>			
Capital Projects	94,002,913	138,882,005	177,183,899
<b>Total Capital Projects</b>	<b>94,002,913</b>	<b>138,882,005</b>	<b>177,183,899</b>
<b>Development Services</b>			
Enterprise	6,369,486	6,880,948	7,712,322
<b>Total Development Services</b>	<b>6,369,486</b>	<b>6,880,948</b>	<b>7,712,322</b>

**Pima County**  
**Summary of Expenditures by Functional Area, Department, and Fund**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Function/Department/Fund</b>	<b>Actual 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b>Environmental Quality</b>			
General Fund	1,067,243	1,346,224	1,354,661
Environmental Quality	2,970,325	3,321,292	3,255,331
Grants	986,734	1,348,420	951,441
Waste Tire	1,172,496	1,298,712	1,296,000
<b>Total Environmental Quality</b>	<b>6,196,798</b>	<b>7,314,648</b>	<b>6,857,433</b>
<b>Natural Resources, Parks &amp; Recreation</b>			
General Fund	17,302,366	20,175,169	21,588,833
Grants	195,804	335,000	506,875
Special Programs Fund	4,771,964	5,726,894	6,798,856
<b>Total Natural Resources, Parks &amp; Recreation</b>	<b>22,270,134</b>	<b>26,237,063</b>	<b>28,894,564</b>
<b>Office of Sustainability &amp; Conservation</b>			
General Fund	1,639,651	1,748,892	1,892,672
Grants	34,077	40,000	18,200
<b>Total Office of Sustainability &amp; Conservation</b>	<b>1,673,728</b>	<b>1,788,892</b>	<b>1,910,872</b>
<b>Public Works Administration</b>			
General Fund	1,969,271	493,615	-
Grants	5,870,870	-	-
<b>Total Public Works Administration</b>	<b>7,840,141</b>	<b>493,615</b>	<b>-</b>
<b>Real Property Services</b>			
General Fund	-	971,047	1,105,673
Grants	-	5,150,000	750,000
<b>Total Real Property Services</b>	<b>-</b>	<b>6,121,047</b>	<b>1,855,673</b>
<b>Regional Flood Control District</b>			
Flood Control Ops	14,017,057	16,964,282	17,141,430
Grants	714,102	1,582,607	1,113,971
Flood Control Canoa Ranch In-Lieu Fee	38,265	278,000	220,000
<b>Total Regional Flood Control District</b>	<b>14,769,424</b>	<b>18,824,889</b>	<b>18,475,401</b>
<b>Regional Wastewater Reclamation</b>			
Regional Wastewater Reclamation	161,428,606	165,632,865	170,958,918
<b>Total Regional Wastewater Reclamation</b>	<b>161,428,606</b>	<b>165,632,865</b>	<b>170,958,918</b>
<b>Transportation</b>			
Grants	17,377	-	-
Special Revenue	89,673,474	126,246,472	111,647,882
<b>Total Transportation</b>	<b>89,690,851</b>	<b>126,246,472</b>	<b>111,647,882</b>
<b>TOTAL PUBLIC WORKS</b>	<b>404,242,081</b>	<b>499,220,511</b>	<b>526,493,939</b>
<b>TOTAL ALL FUNCTIONAL AREAS</b> (not including Int Svs Fund)	<b>1,330,397,311</b>	<b>2,115,600,207</b>	<b>1,932,712,979</b>

**Pima County**  
**Summary of Expenditures by Functional Area, Department, and Fund**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Function/Department/Fund</b>	<b>Actual 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b><u>THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY - INTERNAL SERVICE FUNDS</u></b>			
<b><u>GENERAL GOVERNMENT SERVICES</u></b>			
Facilities Management	806,962	961,238	1,040,363
Finance & Risk Management	7,860,078	10,823,901	10,473,867
Fleet Services	16,973,178	19,844,875	23,898,506
Human Resources	79,888,882	88,723,829	90,631,471
Information Technology	21,463,893	25,352,256	30,824,431
Wireless Integrated Network	623,100	704,923	786,241
<b>TOTAL GENERAL GOVERNMENT SERVICES</b>	<b>127,616,093</b>	<b>146,411,022</b>	<b>157,654,879</b>
<b>TOTAL ALL FUNCTIONAL AREAS</b> (includes Int Svs Fund)	<b>1,458,013,404</b>	<b>2,262,011,229</b>	<b>2,090,367,858</b>

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**Pima County**  
**Summary of Revenues by Functional Area, Department, and Fund**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Function/Department/Fund</b>	<b>Actuals 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b><u>GENERAL GOVERNMENT SERVICES</u></b>			
<b>Assessor</b>			
General Fund	440	500	500
<b>Total Assessor</b>	<b>440</b>	<b>500</b>	<b>500</b>
<b>Board of Supervisors</b>			
General Fund	152	-	-
<b>Total Board of Supervisors</b>	<b>152</b>	<b>-</b>	<b>-</b>
<b>Clerk of the Board</b>			
General Fund	338	70	940
<b>Total Clerk of the Board</b>	<b>338</b>	<b>70</b>	<b>940</b>
<b>County Administrator</b>			
General Fund	1,006	-	-
Grants	1,172,853	1,740,323	-
Special Revenue	55	-	-
<b>Total County Administrator</b>	<b>1,173,914</b>	<b>1,740,323</b>	<b>-</b>
<b>Elections</b>			
General Fund	1,248,202	60,100	894,000
Grants	67,371	150,000	243,100
<b>Total Elections</b>	<b>1,315,573</b>	<b>210,100</b>	<b>1,137,100</b>
<b>Facilities Management</b>			
General Fund	1,607,156	2,243,403	2,382,725
Facilities Renewal	5,984,912	6,482,269	6,349,502
Grants	61,469	150,000	-
Parking Garages	2,037,133	2,341,255	2,198,569
<b>Total Facilities Management</b>	<b>9,690,670</b>	<b>11,216,927</b>	<b>10,930,796</b>
<b>Finance &amp; Risk Management</b>			
General Fund	36,287	16,000	16,000
Improvement and Other Districts	249,120	272,718	297,217
Special Revenue	35,985	107,200	-
<b>Total Finance &amp; Risk Management</b>	<b>321,392</b>	<b>395,918</b>	<b>313,217</b>
<b>Finance Contingency</b>			
General Fund	1,406,591	-	-
Grants	330,489	350,000,000	250,000,000
<b>Total Finance Contingency</b>	<b>1,737,080</b>	<b>350,000,000</b>	<b>250,000,000</b>
<b>Finance Debt Service</b>			
Debt Service	48,218,513	43,942,435	32,541,998
<b>Total Finance Debt Service</b>	<b>48,218,513</b>	<b>43,942,435</b>	<b>32,541,998</b>
<b>Finance General Government Revenue</b>			
General Fund	580,699,256	574,643,800	614,489,885
<b>Total Finance General Government Revenue</b>	<b>580,699,256</b>	<b>574,643,800</b>	<b>614,489,885</b>

**Pima County**  
**Summary of Revenues by Functional Area, Department, and Fund**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Function/Department/Fund</b>	<b>Actuals 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b>Finance Non Departmental</b>			
General Fund	7,325,335	2,850,000	3,450,000
<b>Total Finance Non Departmental</b>	<b>7,325,335</b>	<b>2,850,000</b>	<b>3,450,000</b>
<b>Human Resources</b>			
General Fund	-	20,550	10,550
<b>Total Human Resources</b>	<b>-</b>	<b>20,550</b>	<b>10,550</b>
<b>Information Technology</b>			
General Fund	783,519	732,164	732,164
<b>Total Information Technology</b>	<b>783,519</b>	<b>732,164</b>	<b>732,164</b>
<b>Office of Emergency Management &amp; Homeland Security</b>			
Grants	609,237	881,168	875,652
<b>Total Office of Emergency Management &amp; Homeland Security</b>	<b>609,237</b>	<b>881,168</b>	<b>875,652</b>
<b>Recorder</b>			
General Fund	7,785,399	6,250,000	5,850,000
Document Storage & Retrieval	2,725,134	1,261,538	1,200,000
<b>Total Recorder</b>	<b>10,510,533</b>	<b>7,511,538</b>	<b>7,050,000</b>
<b>Rocking K South CFD</b>			
Special Revenue	14,234	31,155	112,493
<b>Total Rocking K South CFD</b>	<b>14,234</b>	<b>31,155</b>	<b>112,493</b>
<b>Treasurer</b>			
General Fund	30,760	-	-
Taxpayer Information Fund	94,463	86,000	86,000
<b>Total Treasurer</b>	<b>125,223</b>	<b>86,000</b>	<b>86,000</b>
<b>Wireless Integrated Network</b>			
Special Revenue	3,792,519	3,753,412	3,906,640
<b>Total Wireless Integrated Network</b>	<b>3,792,519</b>	<b>3,753,412</b>	<b>3,906,640</b>
<b>TOTAL GENERAL GOVERNMENT SERVICES</b>	<b>666,317,928</b>	<b>998,016,060</b>	<b>925,637,935</b>
<b><u>COMMUNITY RESOURCES</u></b>			
<b>Attractions &amp; Tourism</b>			
Special Revenue	1,238,816	1,019,805	1,256,354
<b>Total Attractions &amp; Tourism</b>	<b>1,238,816</b>	<b>1,019,805</b>	<b>1,256,354</b>
<b>Communications Office</b>			
General Fund	441,489	305,000	305,000
<b>Total Communications Office</b>	<b>441,489</b>	<b>305,000</b>	<b>305,000</b>



**Pima County**  
**Summary of Revenues by Functional Area, Department, and Fund**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Function/Department/Fund</b>	<b>Actuals 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b>Community &amp; Workforce Development</b>			
General Fund	31,340	23,310	28,288
Grants	31,395,741	58,437,692	68,725,962
Housing Trust Fund	326	1,000	1,000
Pima Vocational Special Revenue	584,591	1,107,500	1,388,000
Special Revenue	80	-	80
<b>Total Community &amp; Workforce Development</b>	<b>32,012,078</b>	<b>59,569,502</b>	<b>70,143,330</b>
<b>County Free Library</b>			
Special Revenue	50,489,066	52,866,050	56,089,054
<b>Total County Free Library</b>	<b>50,489,066</b>	<b>52,866,050</b>	<b>56,089,054</b>
<b>Grants Management &amp; Innovation</b>			
General Fund	401	-	-
Grants	59,420,611	957,000	121,404,590
<b>Total Grants Management &amp; Innovation</b>	<b>59,421,012</b>	<b>957,000</b>	<b>121,404,590</b>
<b>School Superintendent</b>			
General Fund	54,034	80,000	305,000
Grants	-	368,000	-
School Reserve Special Programs	1,457,776	1,722,000	1,864,610
<b>Total School Superintendent</b>	<b>1,511,810</b>	<b>2,170,000</b>	<b>2,169,610</b>
<b>Stadium District-Kino Sports Complex</b>			
Special Revenue	1,574,904	3,272,140	3,499,140
<b>Total Stadium District-Kino Sports Complex</b>	<b>1,574,904</b>	<b>3,272,140</b>	<b>3,499,140</b>
<b>TOTAL COMMUNITY RESOURCES</b>	<b>146,689,175</b>	<b>120,159,497</b>	<b>254,867,078</b>
<b><u>HEALTH SERVICES</u></b>			
<b>Behavioral Health</b>			
General Fund	216,529	339,000	359,000
Grants	123,116	527,883	674,802
<b>Total Behavioral Health</b>	<b>339,645</b>	<b>866,883</b>	<b>1,033,802</b>
<b>Health</b>			
Grants	11,713,653	13,826,978	44,395,589
Health Services	4,980,822	4,327,262	5,918,645
<b>Total Health</b>	<b>16,694,475</b>	<b>18,154,240</b>	<b>50,314,234</b>
<b>Medical Examiner</b>			
General Fund	1,659,963	1,414,500	1,414,500
Grants	125,489	49,803	-
Special Programs Fund	42,010	70,500	70,500
<b>Total Medical Examiner</b>	<b>1,827,462</b>	<b>1,534,803</b>	<b>1,485,000</b>

**Pima County**  
**Summary of Revenues by Functional Area, Department, and Fund**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Function/Department/Fund</b>	<b>Actuals 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b>Pima Animal Care</b>			
General Fund	8,067,375	7,140,537	1,958,154
Grants	598,593	746,588	339,064
Special Revenue	486,314	5,200	5,200
<b>Total Pima Animal Care</b>	<b>9,152,282</b>	<b>7,892,325</b>	<b>2,302,418</b>
<b>TOTAL HEALTH SERVICES</b>	<b>28,013,864</b>	<b>28,448,251</b>	<b>55,135,454</b>
<b><u>JUSTICE &amp; LAW</u></b>			
<b>Clerk of the Superior Court</b>			
General Fund	1,730,284	1,932,062	1,763,453
Grants	29,000	822,350	-
Special Programs Fund	830,644	726,167	711,217
<b>Total Clerk of the Superior Court</b>	<b>2,589,928</b>	<b>3,480,579</b>	<b>2,474,670</b>
<b>Constables</b>			
General Fund	224,887	274,300	283,000
Grants	-	35,000	35,000
<b>Total Constables</b>	<b>224,887</b>	<b>309,300</b>	<b>318,000</b>
<b>County Attorney</b>			
General Fund	73,687	64,900	64,900
Grants	3,465,521	4,945,329	5,820,954
Special Programs Fund	5,191,494	5,681,114	5,926,225
<b>Total County Attorney</b>	<b>8,730,702</b>	<b>10,691,343</b>	<b>11,812,079</b>
<b>Justice Court Ajo</b>			
General Fund	124,515	139,253	130,490
Special Programs Fund	10,756	10,091	11,087
<b>Total Justice Court Ajo</b>	<b>135,271</b>	<b>149,344</b>	<b>141,577</b>
<b>Justice Court Green Valley</b>			
General Fund	321,812	291,000	291,000
Special Programs Fund	42,750	35,288	34,266
<b>Total Justice Court Green Valley</b>	<b>364,562</b>	<b>326,288</b>	<b>325,266</b>
<b>Justice Court Tucson</b>			
General Fund	6,029,747	6,866,892	6,232,280
Special Programs Fund	852,569	895,000	925,000
<b>Total Justice Court Tucson</b>	<b>6,882,316</b>	<b>7,761,892</b>	<b>7,157,280</b>
<b>Justice Services</b>			
Grants	-	-	1,092,831
<b>Total Justice Services</b>	<b>-</b>	<b>-</b>	<b>1,092,831</b>

**Pima County**  
**Summary of Revenues by Functional Area, Department, and Fund**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Function/Department/Fund</b>	<b>Actuals 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b>Juvenile Court</b>			
General Fund	111,485	126,100	122,100
Grants	893,182	1,090,824	1,017,750
Special Programs Fund	4,898,722	6,474,211	6,640,925
<b>Total Juvenile Court</b>	<b>5,903,389</b>	<b>7,691,135</b>	<b>7,780,775</b>
<b>Public Defense Services</b>			
General Fund	1,632,481	1,371,030	1,379,190
Grants	194,711	1,786,717	2,818,379
Special Programs Fund	320,509	307,165	307,665
<b>Total Public Defense Services</b>	<b>2,147,701</b>	<b>3,464,912</b>	<b>4,505,234</b>
<b>Sheriff</b>			
General Fund	9,590,886	8,604,878	8,708,910
Grants	3,057,667	4,935,187	2,903,564
Special Programs Fund	5,081,614	4,178,932	3,703,871
<b>Total Sheriff</b>	<b>17,730,167</b>	<b>17,718,997</b>	<b>15,316,345</b>
<b>Superior Court</b>			
General Fund	575,123	701,000	602,500
Grants	1,191,971	1,705,801	1,649,353
Special Programs Fund	14,795,224	15,698,267	16,339,736
<b>Total Superior Court</b>	<b>16,562,318</b>	<b>18,105,068</b>	<b>18,591,589</b>
<b>TOTAL JUSTICE &amp; LAW</b>	<b>61,271,241</b>	<b>69,698,858</b>	<b>69,515,646</b>
<b><u>PUBLIC WORKS</u></b>			
<b>Capital Program Office</b>			
General Fund	-	100	100
<b>Total Capital Program Office</b>	<b>-</b>	<b>100</b>	<b>100</b>
<b>Capital Projects</b>			
Capital Projects	22,288,276	16,252,332	19,124,525
<b>Total Capital Projects</b>	<b>22,288,276</b>	<b>16,252,332</b>	<b>19,124,525</b>
<b>Development Services</b>			
Enterprise	14,022,100	9,389,765	10,820,055
<b>Total Development Services</b>	<b>14,022,100</b>	<b>9,389,765</b>	<b>10,820,055</b>
<b>Environmental Quality</b>			
General Fund	1,892	-	-
Environmental Quality	2,765,996	2,473,060	2,406,020
Grants	972,865	1,422,760	1,062,342
Waste Tire	1,270,403	1,306,500	1,296,000
<b>Total Environmental Quality</b>	<b>5,011,156</b>	<b>5,202,320</b>	<b>4,764,362</b>

**Pima County**  
**Summary of Revenues by Functional Area, Department, and Fund**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Function/Department/Fund</b>	<b>Actuals 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b>Natural Resources, Parks &amp; Recreation</b>			
General Fund	1,116,978	1,150,475	1,150,475
Grants	164,856	335,000	441,600
Special Programs Fund	920,133	710,500	1,081,200
<b>Total Natural Resources, Parks &amp; Recreation</b>	<b>2,201,967</b>	<b>2,195,975</b>	<b>2,673,275</b>
<b>Office of Sustainability &amp; Conservation</b>			
General Fund	2,272	4,000	4,000
Grants	20,000	20,000	20,000
<b>Total Office of Sustainability &amp; Conservation</b>	<b>22,272</b>	<b>24,000</b>	<b>24,000</b>
<b>Public Works Administration</b>			
General Fund	8,000	-	-
Grants	5,893,788	-	-
<b>Total Public Works Administration</b>	<b>5,901,788</b>	<b>-</b>	<b>-</b>
<b>Real Property Services</b>			
General Fund	-	6,500	6,500
Grants	-	5,150,000	750,000
<b>Total Real Property Services</b>	<b>-</b>	<b>5,156,500</b>	<b>756,500</b>
<b>Regional Flood Control District</b>			
Flood Control Ops	28,137,183	29,645,900	29,947,131
Grants	304,045	1,746,244	3,591,244
Flood Control Canoa Ranch In-Lieu Fee	2,586,676	1,000,100	505,000
<b>Total Regional Flood Control District</b>	<b>31,027,904</b>	<b>32,392,244</b>	<b>34,043,375</b>
<b>Regional Wastewater Reclamation</b>			
Regional Wastewater Reclamation	181,254,107	182,594,801	182,635,603
<b>Total Regional Wastewater Reclamation</b>	<b>181,254,107</b>	<b>182,594,801</b>	<b>182,635,603</b>
<b>Transportation</b>			
Grants	8,642,034	5,777,051	12,123,563
Special Revenue	73,411,763	69,103,813	78,316,678
<b>Total Transportation</b>	<b>82,053,797</b>	<b>74,880,864</b>	<b>90,440,241</b>
<b>TOTAL PUBLIC WORKS</b>	<b>343,783,367</b>	<b>328,088,901</b>	<b>345,282,036</b>
<b>TOTAL ALL FUNCTIONAL AREAS (not including Int Svs Fund)</b>	<b>1,246,075,575</b>	<b>1,544,411,567</b>	<b>1,650,438,149</b>

**THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY - INTERNAL SERVICE FUNDS**

**GENERAL GOVERNMENT SERVICES**

Facilities Management	142,848	127,676	127,676
Finance & Risk Management	10,464,726	11,138,523	9,776,228
Fleet Services	17,793,940	19,978,752	18,856,048
Human Resources	73,546,329	84,180,018	88,664,911
Information Technology	30,154,326	30,406,085	32,170,964

**Pima County**  
**Summary of Revenues by Functional Area, Department, and Fund**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Function/Department/Fund</b>	<b>Actuals 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
Wireless Integrated Network	562,994	501,700	530,639
<b>TOTAL GENERAL GOVERNMENT SERVICES</b>	<b>132,665,163</b>	<b>146,332,754</b>	<b>150,126,466</b>
<b>TOTAL ALL FUNCTIONAL AREAS</b> (includes Int Svs Fund)	<b>1,378,740,738</b>	<b>1,690,744,321</b>	<b>1,800,564,615</b>

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**Pima County**  
**Summary of Expenditures by Fund, Department, and Object Type**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Personnel Services</b>	<b>Operating Expenses</b>	<b>Capital Equipment</b>	<b>Other</b>	<b>Total Expenditures</b>
<b><u>GENERAL FUND</u></b>					
Analytics & Data Governance	3,251,188	889,589	-	-	4,140,777
Assessor	9,607,911	1,416,034	171,500	-	11,195,445
Behavioral Health	3,080,236	29,641,799	-	-	32,722,035
Board of Supervisors	2,461,411	359,542	-	-	2,820,953
Capital Program Office	787,422	209,553	-	-	996,975
Clerk of the Board	1,413,173	458,443	-	-	1,871,616
Clerk of the Superior Court	11,824,263	731,774	-	-	12,556,037
Communications Office	2,461,933	965,517	-	-	3,427,450
Community & Workforce Development	4,313,052	8,986,767	-	-	13,299,819
Constables	1,357,252	331,821	-	-	1,689,073
County Administrator	3,437,097	2,625,701	75,000	-	6,137,798
County Attorney	24,715,429	2,291,736	-	-	27,007,165
Elections	3,606,666	3,054,450	-	-	6,661,116
Environmental Quality	286,834	1,067,827	-	-	1,354,661
Facilities Management	10,932,961	14,798,982	-	-	25,731,943
Finance & Risk Management	13,650,810	3,285,884	-	-	16,936,694
Finance Contingency	-	59,443,499	-	-	59,443,499
Finance General Government Revenue	-	100,000	-	-	100,000
Finance Non Departmental	25,797	92,088,057	5,000	-	92,118,854
Grants Management & Innovation	4,519,187	736,695	-	-	5,255,882
Human Resources	4,231,340	1,909,008	-	-	6,140,348
Information Technology	16,383,229	6,093,291	-	-	22,476,520
Justice Court Ajo	643,647	115,513	-	-	759,160
Justice Court Green Valley	616,432	84,791	-	-	701,223
Justice Court Tucson	7,193,474	608,534	-	-	7,802,008
Justice Services	734,539	86,324	-	-	820,863
Juvenile Court	18,507,343	2,690,873	-	-	21,198,216
Medical Examiner	4,414,169	908,704	-	-	5,322,873
Natural Resources, Parks & Recreation	14,391,057	7,072,776	125,000	-	21,588,833
Office of Emergency Management & Homeland Security	111,798	755,381	24,092	-	891,271
Office of Sustainability & Conservation	1,545,222	347,450	-	-	1,892,672
Pima Animal Care	7,451,344	5,014,419	-	-	12,465,763
Procurement	2,808,577	170,836	-	-	2,979,413
Public Defense Services	26,684,078	10,545,038	-	-	37,229,116

**Pima County**  
**Summary of Expenditures by Fund, Department, and Object Type**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Personnel Services</b>	<b>Operating Expenses</b>	<b>Capital Equipment</b>	<b>Other</b>	<b>Total Expenditures</b>
Real Property Services	812,721	292,952	-	-	1,105,673
Recorder	4,968,715	2,605,133	85,000	-	7,658,848
School Superintendent	1,792,289	838,111	-	-	2,630,400
Sheriff	121,467,437	32,521,475	300,000	-	154,288,912
Superior Court	38,737,562	4,660,355	-	-	43,397,917
Treasurer	2,646,407	428,599	-	-	3,075,006
<b>TOTAL GENERAL FUND</b>	<b>377,874,002</b>	<b>301,233,233</b>	<b>785,592</b>	<b>-</b>	<b>679,892,827</b>
<b><u>SPECIAL REVENUE FUND</u></b>					
<b>Attractions &amp; Tourism</b>					
Special Revenue	779,315	1,249,999	-	-	2,029,314
<b>Total Attractions &amp; Tourism</b>	<b>779,315</b>	<b>1,249,999</b>	<b>-</b>	<b>-</b>	<b>2,029,314</b>
<b>Behavioral Health</b>					
Grants	179,877	566,820	-	-	746,697
<b>Total Behavioral Health</b>	<b>179,877</b>	<b>566,820</b>	<b>-</b>	<b>-</b>	<b>746,697</b>
<b>Clerk of the Superior Court</b>					
Special Programs Fund	361,600	474,000	200,000	-	1,035,600
<b>Total Clerk of the Superior Court</b>	<b>361,600</b>	<b>474,000</b>	<b>200,000</b>	<b>-</b>	<b>1,035,600</b>
<b>Community &amp; Workforce Development</b>					
Grants	8,317,383	60,828,145	-	-	69,145,528
Housing Trust Fund	-	50,000	-	-	50,000
Pima Vocational Special Revenue	721,551	342,770	-	-	1,064,321
<b>Total Community &amp; Workforce Development</b>	<b>9,038,934</b>	<b>61,220,915</b>	<b>-</b>	<b>-</b>	<b>70,259,849</b>
<b>Constables</b>					
Grants	-	35,000	-	-	35,000
<b>Total Constables</b>	<b>-</b>	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>35,000</b>
<b>County Attorney</b>					
Grants	3,169,678	2,638,208	8,877	-	5,816,763
Special Programs Fund	3,336,997	7,048,959	50,000	-	10,435,956
<b>Total County Attorney</b>	<b>6,506,675</b>	<b>9,687,167</b>	<b>58,877</b>	<b>-</b>	<b>16,252,719</b>



**Pima County**  
**Summary of Expenditures by Fund, Department, and Object Type**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Personnel Services</b>	<b>Operating Expenses</b>	<b>Capital Equipment</b>	<b>Other</b>	<b>Total Expenditures</b>
<b>County Free Library</b>					
Special Revenue	23,708,669	22,828,968	63,000	-	46,600,637
<b>Total County Free Library</b>	<b>23,708,669</b>	<b>22,828,968</b>	<b>63,000</b>	<b>-</b>	<b>46,600,637</b>
<b>Elections</b>					
Grants	-	243,100	-	-	243,100
<b>Total Elections</b>	<b>-</b>	<b>243,100</b>	<b>-</b>	<b>-</b>	<b>243,100</b>
<b>Environmental Quality</b>					
Environmental Quality	2,340,624	914,707	-	-	3,255,331
Grants	543,426	317,475	90,540	-	951,441
Waste Tire	6,645	1,289,355	-	-	1,296,000
<b>Total Environmental Quality</b>	<b>2,890,695</b>	<b>2,521,537</b>	<b>90,540</b>	<b>-</b>	<b>5,502,772</b>
<b>Facilities Management</b>					
Special Revenue	293,000	21,241,344	-	-	21,534,344
<b>Total Facilities Management</b>	<b>293,000</b>	<b>21,241,344</b>	<b>-</b>	<b>-</b>	<b>21,534,344</b>
<b>Finance &amp; Risk Management</b>					
Improvement and Other Districts	-	297,494	-	-	297,494
Special Revenue	-	247,754	-	-	247,754
<b>Total Finance &amp; Risk Management</b>	<b>-</b>	<b>545,248</b>	<b>-</b>	<b>-</b>	<b>545,248</b>
<b>Finance Contingency</b>					
Grants	-	252,782,830	-	-	252,782,830
<b>Total Finance Contingency</b>	<b>-</b>	<b>252,782,830</b>	<b>-</b>	<b>-</b>	<b>252,782,830</b>
<b>Grants Management &amp; Innovation</b>					
Grants	9,715,733	98,020,252	100,000	-	107,835,985
<b>Total Grants Management &amp; Innovation</b>	<b>9,715,733</b>	<b>98,020,252</b>	<b>100,000</b>	<b>-</b>	<b>107,835,985</b>
<b>Health</b>					
Grants	14,221,655	30,280,951	23,000	-	44,525,606
Health Services	14,768,447	6,944,040	-	-	21,712,487
<b>Total Health</b>	<b>28,990,102</b>	<b>37,224,991</b>	<b>23,000</b>	<b>-</b>	<b>66,238,093</b>

**Pima County**  
**Summary of Expenditures by Fund, Department, and Object Type**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Personnel Services</b>	<b>Operating Expenses</b>	<b>Capital Equipment</b>	<b>Other</b>	<b>Total Expenditures</b>
<b>Justice Court Ajo</b>					
Grants	-	7,307	-	-	7,307
Special Programs Fund	-	18,000	-	-	18,000
<b>Total Justice Court Ajo</b>	<b>-</b>	<b>25,307</b>	<b>-</b>	<b>-</b>	<b>25,307</b>
<b>Justice Court Green Valley</b>					
Special Programs Fund	-	85,700	-	-	85,700
<b>Total Justice Court Green Valley</b>	<b>-</b>	<b>85,700</b>	<b>-</b>	<b>-</b>	<b>85,700</b>
<b>Justice Court Tucson</b>					
Special Programs Fund	309,938	1,001,537	80,000	-	1,391,475
<b>Total Justice Court Tucson</b>	<b>309,938</b>	<b>1,001,537</b>	<b>80,000</b>	<b>-</b>	<b>1,391,475</b>
<b>Justice Services</b>					
Grants	59,684	1,503,802	-	-	1,563,486
<b>Total Justice Services</b>	<b>59,684</b>	<b>1,503,802</b>	<b>-</b>	<b>-</b>	<b>1,563,486</b>
<b>Juvenile Court</b>					
Grants	825,654	215,141	-	-	1,040,795
Special Programs Fund	4,382,761	2,150,137	-	-	6,532,898
<b>Total Juvenile Court</b>	<b>5,208,415</b>	<b>2,365,278</b>	<b>-</b>	<b>-</b>	<b>7,573,693</b>
<b>Medical Examiner</b>					
Special Programs Fund	-	65,000	-	-	65,000
<b>Total Medical Examiner</b>	<b>-</b>	<b>65,000</b>	<b>-</b>	<b>-</b>	<b>65,000</b>
<b>Natural Resources, Parks &amp; Recreation</b>					
Grants	112,050	394,825	-	-	506,875
Special Programs Fund	613,149	6,035,707	150,000	-	6,798,856
<b>Total Natural Resources, Parks &amp; Recreation</b>	<b>725,199</b>	<b>6,430,532</b>	<b>150,000</b>	<b>-</b>	<b>7,305,731</b>
<b>Office of Emergency Management &amp; Homeland Security</b>					
Grants	815,963	476,286	50,000	-	1,342,249
<b>Total Office of Emergency Management &amp; Homeland Security</b>	<b>815,963</b>	<b>476,286</b>	<b>50,000</b>	<b>-</b>	<b>1,342,249</b>

**Pima County**  
**Summary of Expenditures by Fund, Department, and Object Type**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Personnel Services</b>	<b>Operating Expenses</b>	<b>Capital Equipment</b>	<b>Other</b>	<b>Total Expenditures</b>
<b>Office of Sustainability &amp; Conservation</b>					
Grants	-	18,200	-	-	18,200
<b>Total Office of Sustainability &amp; Conservation</b>	<b>-</b>	<b>18,200</b>	<b>-</b>	<b>-</b>	<b>18,200</b>
<b>Pima Animal Care</b>					
Grants	1,586,466	6,000	-	-	1,592,466
<b>Total Pima Animal Care</b>	<b>1,586,466</b>	<b>6,000</b>	<b>-</b>	<b>-</b>	<b>1,592,466</b>
<b>Public Defense Services</b>					
Grants	1,513,917	1,063,739	-	-	2,577,656
Special Programs Fund	1,225	1,226,280	-	-	1,227,505
<b>Total Public Defense Services</b>	<b>1,515,142</b>	<b>2,290,019</b>	<b>-</b>	<b>-</b>	<b>3,805,161</b>
<b>Real Property Services</b>					
Grants	-	750,000	-	-	750,000
<b>Total Real Property Services</b>	<b>-</b>	<b>750,000</b>	<b>-</b>	<b>-</b>	<b>750,000</b>
<b>Recorder</b>					
Grants	-	300,000	-	-	300,000
Document Storage & Retrieval	646,388	365,000	135,000	-	1,146,388
<b>Total Recorder</b>	<b>646,388</b>	<b>665,000</b>	<b>135,000</b>	<b>-</b>	<b>1,446,388</b>
<b>Regional Flood Control District</b>					
Flood Control Ops	9,066,398	7,867,977	207,055	-	17,141,430
Grants	189,082	924,889	-	-	1,113,971
Flood Control Canoa Ranch In-Lieu Fee	120,000	50,000	50,000	-	220,000
<b>Total Regional Flood Control District</b>	<b>9,375,480</b>	<b>8,842,866</b>	<b>257,055</b>	<b>-</b>	<b>18,475,401</b>
<b>Rocking K South CFD</b>					
Special Revenue	38,231	3,919,993	-	193,618	4,151,842
<b>Total Rocking K South CFD</b>	<b>38,231</b>	<b>3,919,993</b>	<b>-</b>	<b>193,618</b>	<b>4,151,842</b>
<b>School Superintendent</b>					
School Reserve Special Programs	1,108,406	695,969	-	-	1,804,375
<b>Total School Superintendent</b>	<b>1,108,406</b>	<b>695,969</b>	<b>-</b>	<b>-</b>	<b>1,804,375</b>

**Pima County**  
**Summary of Expenditures by Fund, Department, and Object Type**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Personnel Services</b>	<b>Operating Expenses</b>	<b>Capital Equipment</b>	<b>Other</b>	<b>Total Expenditures</b>
<b>Sheriff</b>					
Grants	2,919,651	288,550	200,000	-	3,408,201
Special Programs Fund	721,494	2,456,500	1,600,000	-	4,777,994
<b>Total Sheriff</b>	<b>3,641,145</b>	<b>2,745,050</b>	<b>1,800,000</b>	-	<b>8,186,195</b>
<b>Stadium District-Kino Sports Complex</b>					
Special Revenue	4,215,744	4,279,063	330,000	-	8,824,807
<b>Total Stadium District-Kino Sports Complex</b>	<b>4,215,744</b>	<b>4,279,063</b>	<b>330,000</b>	-	<b>8,824,807</b>
<b>Superior Court</b>					
Grants	1,240,850	392,487	-	-	1,633,337
Special Programs Fund	15,531,105	1,757,821	-	-	17,288,926
<b>Total Superior Court</b>	<b>16,771,955</b>	<b>2,150,308</b>	-	-	<b>18,922,263</b>
<b>Transportation</b>					
Special Revenue	15,246,853	96,401,029	-	-	111,647,882
<b>Total Transportation</b>	<b>15,246,853</b>	<b>96,401,029</b>	-	-	<b>111,647,882</b>
<b>Treasurer</b>					
Taxpayer Information Fund	-	84,000	-	-	84,000
<b>Total Treasurer</b>	-	<b>84,000</b>	-	-	<b>84,000</b>
<b>Wireless Integrated Network</b>					
Special Revenue	932,096	2,121,955	1,015,118	-	4,069,169
<b>Total Wireless Integrated Network</b>	<b>932,096</b>	<b>2,121,955</b>	<b>1,015,118</b>	-	<b>4,069,169</b>
<b>TOTAL SPECIAL REVENUE FUND</b>	<b>144,661,705</b>	<b>645,565,065</b>	<b>4,352,590</b>	<b>193,618</b>	<b>794,772,978</b>
<b><u>DEBT SERVICE FUND</u></b>					
<b>Finance Debt Service</b>					
Debt Service	-	43,798,978	-	55,467,590	99,266,568
<b>Total Finance Debt Service</b>	-	<b>43,798,978</b>	-	<b>55,467,590</b>	<b>99,266,568</b>
<b>TOTAL DEBT SERVICE FUND</b>	-	<b>43,798,978</b>	-	<b>55,467,590</b>	<b>99,266,568</b>

**Pima County**  
**Summary of Expenditures by Fund, Department, and Object Type**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Personnel Services</b>	<b>Operating Expenses</b>	<b>Capital Equipment</b>	<b>Other</b>	<b>Total Expenditures</b>
<b><u>CAPITAL PROJECTS FUND</u></b>					
<b>Finance &amp; Risk Management</b>					
Capital Projects	-	-	177,183,899	-	177,183,899
<b>Total Finance &amp; Risk Management</b>	-	-	177,183,899	-	177,183,899
<b>TOTAL CAPITAL PROJECTS FUND</b>	-	-	177,183,899	-	177,183,899
<b><u>ENTERPRISE FUND</u></b>					
<b>Development Services</b>					
Enterprise	5,735,626	1,975,172	-	1,524	7,712,322
<b>Total Development Services</b>	5,735,626	1,975,172	-	1,524	7,712,322
<b>Facilities Management</b>					
Parking Garages	544,730	1,563,465	36,000	781,272	2,925,467
<b>Total Facilities Management</b>	544,730	1,563,465	36,000	781,272	2,925,467
<b>Regional Wastewater Reclamation</b>					
Regional Wastewater Reclamation	32,806,394	56,592,882	2,033,550	79,526,092	170,958,918
<b>Total Regional Wastewater Reclamation</b>	32,806,394	56,592,882	2,033,550	79,526,092	170,958,918
<b>TOTAL ENTERPRISE FUND</b>	39,086,750	60,131,519	2,069,550	80,308,888	181,596,707
<b>TOTAL ALL FUNDS (not including Int Svs Fund)</b>	561,622,457	1,050,728,795	184,391,631	135,970,096	1,932,712,979

**THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY - INTERNAL SERVICE FUNDS**

**INTERNAL SERVICE FUND**

<b>Facilities Management</b>					
Risk Management	708,325	327,097	-	4,941	1,040,363
<b>Total Facilities Management</b>	708,325	327,097	-	4,941	1,040,363

**Pima County**  
**Summary of Expenditures by Fund, Department, and Object Type**  
**Fiscal Year 2022/2023**

<b>Fund/Department</b>	<b>Personnel Services</b>	<b>Operating Expenses</b>	<b>Capital Equipment</b>	<b>Other</b>	<b>Total Expenditures</b>
<b>Finance &amp; Risk Management</b>					
Risk Management	674,325	9,799,542	-	-	10,473,867
<b>Total Finance &amp; Risk Management</b>	<b>674,325</b>	<b>9,799,542</b>	<b>-</b>	<b>-</b>	<b>10,473,867</b>
<b>Fleet Services</b>					
Fleet Services	4,146,015	12,586,215	7,993,840	(827,564)	23,898,506
<b>Total Fleet Services</b>	<b>4,146,015</b>	<b>12,586,215</b>	<b>7,993,840</b>	<b>(827,564)</b>	<b>23,898,506</b>
<b>Human Resources</b>					
Health Benefit Self-Insurance Fund	1,090,645	83,525,672	-	-	84,616,317
Risk Management	140,846	475,844	-	-	616,690
Risk Management - Unemployment	-	370,469	-	-	370,469
Risk Management - Workers Comp	199,616	4,828,379	-	-	5,027,995
<b>Total Human Resources</b>	<b>1,431,107</b>	<b>89,200,364</b>	<b>-</b>	<b>-</b>	<b>90,631,471</b>
<b>Information Technology</b>					
TeleData	1,534,201	2,978,707	-	1,430,216	5,943,124
IT Computer Hardware/Software	5,430,483	17,225,840	-	2,224,984	24,881,307
<b>Total Information Technology</b>	<b>6,964,684</b>	<b>20,204,547</b>	<b>-</b>	<b>3,655,200</b>	<b>30,824,431</b>
<b>Wireless Integrated Network</b>					
Wireless Integrated Network Subscriber Services ISF	466,822	304,100	45,000	(29,681)	786,241
<b>Total Wireless Integrated Network</b>	<b>466,822</b>	<b>304,100</b>	<b>45,000</b>	<b>(29,681)</b>	<b>786,241</b>
<b>TOTAL INTERNAL SERVICE FUND</b>	<b>14,391,278</b>	<b>132,421,865</b>	<b>8,038,840</b>	<b>2,802,896</b>	<b>157,654,879</b>
<b>TOTAL ALL FUNDS (includes Int Svs Fund)</b>	<b>576,013,735</b>	<b>1,183,150,660</b>	<b>192,430,471</b>	<b>138,772,992</b>	<b>2,090,367,858</b>

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**Pima County**  
**Summary of Adopted Full Time Equivalent Positions**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Fund/Department</b>	<b>Adopted 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b><u>GENERAL FUND</u></b>			
<b><u>General Government Services</u></b>			
Analytics & Data Governance	19.60	20.60	29.60
Assessor	114.00	143.00	143.00
Board of Supervisors	21.60	21.00	22.00
Clerk of the Board	17.00	19.00	19.00
County Administrator	14.55	16.55	22.30
Elections	65.50	35.25	44.75
Facilities Management	162.00	169.00	190.00
Finance & Risk Management	151.00	145.48	159.48
Human Resources	39.00	45.00	51.00
Information Technology	132.00	164.00	161.00
Procurement	31.00	31.00	31.00
Recorder	77.48	78.00	90.75
Treasurer	32.50	32.50	31.50
<b>Total General Government Services</b>	<b>877.23</b>	<b>920.38</b>	<b>995.38</b>
<b><u>Community Resources</u></b>			
Communications Office	20.00	29.50	33.00
Community & Economic Development Administration	4.00	5.00	-
Community & Workforce Development	80.68	79.46	77.56
Grants Management & Innovation	45.00	46.00	50.00
School Superintendent	15.00	17.95	18.55
<b>Total Community Resources</b>	<b>164.68</b>	<b>177.91</b>	<b>179.11</b>
<b><u>Health Services</u></b>			
Behavioral Health	21.63	23.09	24.09
Medical Examiner	34.00	39.00	41.00
Pima Animal Care	107.00	111.00	111.00
<b>Total Health Services</b>	<b>162.63</b>	<b>173.09</b>	<b>176.09</b>
<b><u>Justice &amp; Law</u></b>			
Clerk of the Superior Court	185.00	187.00	186.88
Constables	13.00	14.00	14.00
County Attorney	323.00	322.00	321.00
Justice Court Ajo	8.80	8.75	8.50
Justice Court Green Valley	8.00	8.00	8.00
Justice Court Tucson	104.00	106.00	98.00
Justice Services	-	-	7.00
Juvenile Court	290.00	258.50	257.50
Public Defense Services	285.05	289.14	292.05
Sheriff	1,434.25	1,432.50	1,438.50
Superior Court	395.19	434.19	464.74
<b>Total Justice &amp; Law</b>	<b>3,046.29</b>	<b>3,060.08</b>	<b>3,096.17</b>



**Pima County**  
**Summary of Adopted Full Time Equivalent Positions**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Fund/Department</b>	<b>Adopted 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b><u>Public Works</u></b>			
Capital Program Office	-	7.00	10.00
Environmental Quality	3.00	3.00	3.00
Natural Resources, Parks & Recreation	254.90	280.33	277.21
Office of Sustainability & Conservation	16.90	16.90	17.00
Public Works Administration	23.00	2.00	-
Real Property Services	-	10.50	11.00
<b>Total Public Works</b>	<b>297.80</b>	<b>319.73</b>	<b>318.21</b>
<b>TOTAL GENERAL FUND</b>	<b>4,548.63</b>	<b>4,651.19</b>	<b>4,764.96</b>
<b><u>SPECIAL REVENUE FUND</u></b>			
<b><u>General Government Services</u></b>			
County Administrator	2.00	3.00	-
Office of Emergency Management & Homeland Security	8.00	8.00	8.00
Recorder	5.00	5.00	6.00
Wireless Integrated Network	8.00	8.00	8.00
<b>Total General Government Services</b>	<b>23.00</b>	<b>24.00</b>	<b>22.00</b>
<b><u>Community Resources</u></b>			
Attractions & Tourism	9.15	9.00	9.53
Community & Workforce Development	84.48	104.00	137.38
County Free Library	377.13	377.00	366.50
Grants Management & Innovation	1.00	1.00	14.00
School Superintendent	4.95	0.50	0.50
Stadium District-Kino Sports Complex	65.74	64.75	64.74
<b>Total Community Resources</b>	<b>542.45</b>	<b>556.25</b>	<b>592.65</b>
<b><u>Health Services</u></b>			
Behavioral Health	1.00	1.00	2.00
Health	319.65	373.68	436.71
Medical Examiner	1.00	-	-
Pima Animal Care	15.00	16.00	26.50
<b>Total Health Services</b>	<b>336.65</b>	<b>390.68</b>	<b>465.21</b>
<b><u>Justice &amp; Law</u></b>			
Clerk of the Superior Court	7.00	7.00	5.00
County Attorney	86.00	85.00	86.00
Justice Court Tucson	15.00	7.50	6.50
Juvenile Court	77.25	74.50	74.50
Public Defense Services	17.00	20.00	20.00
Sheriff	23.00	32.00	36.00
Superior Court	227.80	213.15	212.25
<b>Total Justice &amp; Law</b>	<b>453.05</b>	<b>439.15</b>	<b>440.25</b>

**Pima County**  
**Summary of Adopted Full Time Equivalent Positions**  
**Fiscal Years 2020/2021 - 2022/2023**

<b>Fund/Department</b>	<b>Adopted 2020/2021</b>	<b>Adopted 2021/2022</b>	<b>Adopted 2022/2023</b>
<b><u>Public Works</u></b>			
Environmental Quality	39.00	38.73	39.00
Natural Resources, Parks & Recreation	4.50	5.17	5.17
Regional Flood Control District	57.00	60.38	57.50
Transportation	196.90	199.50	195.50
<b>Total Public Works</b>	<b>297.40</b>	<b>303.78</b>	<b>297.17</b>
<b>TOTAL SPECIAL REVENUE FUND</b>	<b>1,652.55</b>	<b>1,713.86</b>	<b>1,817.28</b>
<b><u>ENTERPRISE FUND</u></b>			
<b><u>General Government Services</u></b>			
Facilities Management	6.00	6.00	7.00
<b>Total General Government Services</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>
<b><u>Public Works</u></b>			
Development Services	51.00	53.95	55.95
Regional Wastewater Reclamation	418.00	406.00	402.00
<b>Total Public Works</b>	<b>469.00</b>	<b>459.95</b>	<b>457.95</b>
<b>TOTAL ENTERPRISE FUND</b>	<b>475.00</b>	<b>465.95</b>	<b>464.95</b>
<b>TOTAL ALL FUNCTIONAL AREAS</b> (not including Int Svs Fund)	<b>6,676.18</b>	<b>6,831.00</b>	<b>7,047.19</b>
<b>THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY</b>			
<b><u>INTERNAL SERVICE FUND</u></b>			
<b><u>General Government Services</u></b>			
Facilities Management	9.00	9.00	9.00
Finance & Risk Management	4.00	5.00	4.00
Fleet Services	54.00	54.00	61.50
Human Resources	17.00	16.00	16.00
Information Technology	76.00	76.00	76.00
Wireless Integrated Network	4.00	4.00	5.00
<b>TOTAL INTERNAL SERVICE FUND</b>	<b>164.00</b>	<b>164.00</b>	<b>171.50</b>
<b>TOTAL ALL FUNCTIONAL AREAS</b> (includes Int Svs Fund)	<b>6,840.18</b>	<b>6,995.00</b>	<b>7,218.69</b>

**NOTE: Slight FTE differences between reports are due to rounding**

# REVENUE SOURCES

## PURPOSE, SOURCE LIST AND DOLLAR SUMMARY

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 2018/19 and ending with fiscal year 2022/23. Revenues for fiscal years, 2018/19, 2019/20, and 2020/21 are based on audited actuals. Fiscal years 2021/22 and 2022/23 revenues are from the Adopted Budget.

GENERAL FUND REVENUE.....		\$ 652,935,604
CAPITAL PROJECTS.....		19,124,525
DEBT SERVICE.....		32,541,998
ENTERPRISE FUND		
Development Services.....	10,820,055	
Facilities Management Parking Garages.....	2,198,569	
Regional Wastewater Reclamation.....	182,635,603	
<b>TOTAL ENTERPRISE FUNDS.....</b>		<b>195,654,227</b>
INTERNAL SERVICE FUND		
Fleet Services.....	18,856,048	
Health Benefits Trust Fund.....	85,417,083	
IT Computer Hardware/Software.....	25,339,824	
Risk Management.....	13,151,732	
Telecommunications.....	6,831,140	
Wireless Integrated Network Subscriber Services.....	530,639	
<b>TOTAL INTERNAL SERVICE FUNDS.....</b>		<b>150,126,466</b>
SPECIAL REVENUE FUND		
Attractions & Tourism.....	1,256,354	
Behavioral Health.....	674,802	
Clerk of the Superior Court.....	711,217	
Community & Workforce Development.....	70,115,042	
Constables.....	35,000	
County Attorney.....	11,747,179	
County Free Library.....	56,089,054	
Elections.....	243,100	
Environmental Quality.....	4,764,362	
Facilities Management.....	6,349,502	
Finance & Risk Management.....	297,217	
Finance Contingency.....	250,000,000	
Grants Management & Innovation.....	121,404,590	
Health.....	50,314,234	
Justice Court Ajo.....	11,087	
Justice Court Green Valley.....	34,266	
Justice Court Tucson.....	925,000	
Justice Services.....	1,092,831	
Juvenile Court.....	7,658,675	
Medical Examiner.....	70,500	
Natural Resources, Parks & Recreation.....	1,522,800	
Office of Emergency Management & Homeland Security.....	875,652	
Office of Sustainability & Conservation.....	20,000	
Pima Animal Care.....	344,264	
Public Defense Services.....	3,126,044	

# REVENUE SOURCES

## PURPOSE, SOURCE LIST AND DOLLAR SUMMARY

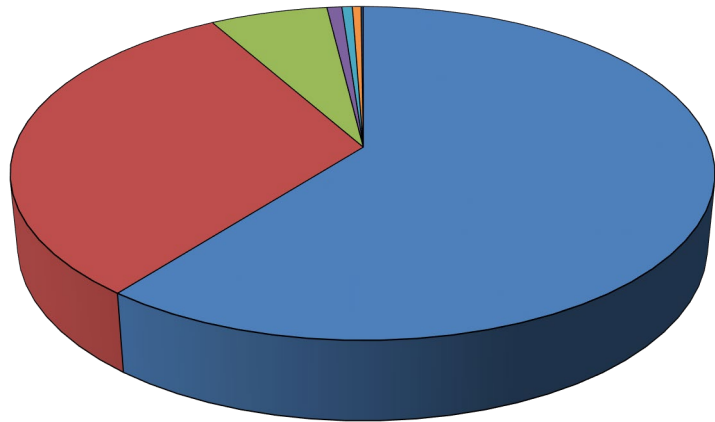
Real Property Services.....	750,000	
Recorder.....	1,200,000	
Regional Flood Control District.....	34,043,375	
Rocking K South CFD.....	112,493	
School Superintendent.....	1,864,610	
Sheriff.....	6,607,435	
Stadium District-Kino Sports Complex.....	3,499,140	
Superior Court.....	17,989,089	
Transportation.....	90,440,241	
Treasurer.....	86,000	
Wireless Integrated Network.....	3,906,640	
<b>TOTAL SPECIAL REVENUE FUNDS.....</b>	<b>750,181,795</b>	
<b>TOTAL ALL REVENUE SOURCES</b>		<b><u>\$1,800,564,615</u></b>

## GENERAL FUND

### Revenue

## Fiscal Year 2022/2023

- Property Taxes 60.59%
- Intergovernmental 31.22%
- Charges for Services 6.26%
- Miscellaneous Revenue 0.79%
- Licenses & Permits 0.56%
- Fines & Forfeits 0.46%
- Investment Earnings 0.12%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Property Taxes	343,840,496	352,955,914	365,899,331	379,653,403	395,550,170
Intergovernmental	173,772,082	180,644,294	204,658,888	182,939,111	203,833,299
Charges for Services	39,099,131	40,937,345	44,111,401	42,896,845	40,897,394
Miscellaneous Revenue	5,267,623	5,557,919	9,829,094	4,974,340	5,162,851
Licenses & Permits	3,263,250	3,412,943	4,580,324	3,683,800	3,682,450
Fines & Forfeits	3,281,223	3,151,014	2,943,900	3,101,148	3,005,311
Investment Earnings	1,787,690	1,326,183	914,355	402,777	804,129
Gain/Loss on Disp. of Assets	8,052	9,942	2,328	-	-
<b>Total Revenue</b>	<b>570,319,547</b>	<b>587,995,554</b>	<b>632,939,621</b>	<b>617,651,424</b>	<b>652,935,604</b>

**Property Taxes** of \$395,550,170 is an increase of \$15,896,767 or 4.19% over the fiscal year 2021/22 Adopted Budget. The primary reason for the change is a 4.50% increase in the taxable net assessed value of property in Pima County from \$9,696,150,355 in fiscal year 2021/22 to \$10,132,624,448 in fiscal year 2022/23. The general fund primary tax rate for fiscal year 2022/23 remains unchanged at \$3.8764 per \$100 of net assessed value. Total budgeted general fund primary property tax collections consist of current year collections of \$384,321,670, delinquent taxes of \$5,378,500, and interest and penalties on delinquent taxes of \$5,850,000.

**Intergovernmental Revenues** of \$203,833,299 is an increase of \$20,894,188 or 11.42% over the fiscal year 2021/22 Adopted Budget. State Shared Sales Tax revenue is anticipated to be \$154,000,000, a \$22,000,000 increase from last year. Fiscal year 2021/22 sales taxes have been much higher than originally forecast and economic indicators predict that retail sales and restaurant activity will continue at the same high level in fiscal year 2022/23. State Shared Vehicle License Tax revenue is forecast to increase by \$2,006,000 due to continued increased demand for automobiles in spite of sharply higher prices. Transient lodging revenue is forecast to increase by \$1,008,000 due largely to the expansion of Airbnb properties throughout Pima County. Elections revenue is expected to increase by \$834,000 with \$512,000 due to reimbursement from local governments, towns, water districts and fire districts for the 2022 primary and general elections and \$322,000 due to state reimbursement for sample ballots for the 2022 primary and general elections. Pima Animal Care Center revenue is expected to decrease by \$5,182,383 because the center is now a regional provider and will no longer directly charge cities and towns for veterinary care. Other departments anticipate a net increase of \$228,571 in intergovernmental revenue for fiscal year 2022/23.

## GENERAL FUND

### Revenue

## Fiscal Year 2022/2023

**Charges for Services** of \$40,897,394 is a decrease of \$1,999,451 or 4.66% from the fiscal year 2021/22 Adopted Budget. Under General Government Revenues, Administrative Overhead charges decreased by \$1,056,174 due to lower overall cost allocations to other departments. This includes decreases of \$340,821 for Regional Wastewater, \$328,573 for Public Library, \$281,474 for Flood Control, and \$278,697 for Development Services. Offsetting these decreases is an increase of \$140,879 for Transportation. Other departments have a net increase of \$43,004 in administrative overhead contributions. Justice Court Tucson expects a decrease of \$600,000 in charges for services due to continued reduction in court fees that began in fiscal year 2021/22. In the Recorder's Office, the Recorder Division expects a \$500,000 revenue decrease due to a reduction in the fee schedule, while the Voter Registration Division expects a \$100,000 increase due to reimbursements for hosting or assisting with jurisdictional elections. Other departments anticipate an increase of \$56,723 in charges for services.

**Miscellaneous Revenue** of \$5,162,851 is an increase of \$188,511 or 3.79% over the fiscal year 2021/22 Adopted Budget. Facilities Management expects an increase of \$139,322 resulting from a \$280,000 increase in rent from World View, partially offset by a \$140,678 reduction in operations and maintenance reimbursements. Other departments expect a net increase of \$49,189 in fiscal year 2022/23.

**Licenses & Permits** of \$3,682,450 is a decrease of \$1,350 or 0.04% from the fiscal year 2021/22 Adopted Budget. Revenue from the Comcast cable franchise agreement remains unchanged at \$3,200,000, and charges for licenses from Pima Animal Care also remains the same at \$460,000. Other departments expect a net decrease of \$1,350 from fiscal year 2021/22.

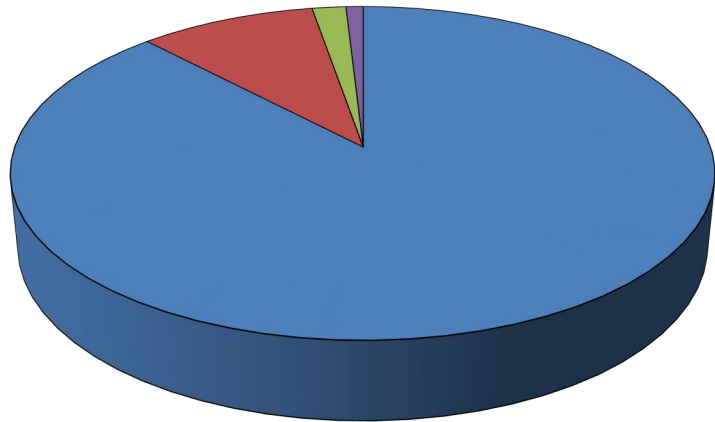
**Fines & Forfeits** of \$3,005,311 is a decrease of \$95,837 or 3.09% from the fiscal year 2021/22 Adopted Budget. Clerk of the Superior Court expects a \$45,229 decrease due to fewer forfeiture hearings, while Justice Courts Tucson anticipates a \$39,012 revenue decrease due to a forecasted reduction in criminal fines, traffic fines and forfeits as a result of fewer cases. Justice Court Ajo expects a decrease of \$11,596 due to reduced case filings.

**Investment Earnings** of \$804,129 is an increase of \$401,352 or 99.65% over the fiscal year 2021/22 Adopted Budget. The increase is primarily due to a higher assumed investment yield resulting from a higher General Fund cash balance.

**ATTRACTIONS & TOURISM  
Special Revenue Fund**

**Fiscal Year 2022/2023**

- Intergovernmental 87.87%
- Charges for Services 9.41%
- Miscellaneous Revenue 1.80%
- Investment Earnings 0.92%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Intergovernmental	1,151,299	919,933	856,609	912,000	1,104,000
Charges for Services	18,214	38,610	21,564	36,025	118,200
Miscellaneous Revenue	147,336	129,188	344,336	46,780	22,562
Investment Earnings	16,340	26,786	16,307	25,000	11,592
<b>Total Revenue</b>	<b>1,333,189</b>	<b>1,114,517</b>	<b>1,238,816</b>	<b>1,019,805</b>	<b>1,256,354</b>

**Intergovernmental Revenues** of \$1,104,000 is an increase of \$192,000 or 21.05% over the fiscal year 2021/22 Adopted Budget, and is due to an expected upturn in hotel/motel taxes designated for economic development and tourism activities.

**Charges for Services** of \$118,200 is an increase of \$82,175 or 228.11% over the fiscal year 2021/22 Adopted Budget, and is due to an increase in retail sales from the Loop Store and the Southern Arizona Heritage & Visitor Center Gift Shop located in the Historic Courthouse.

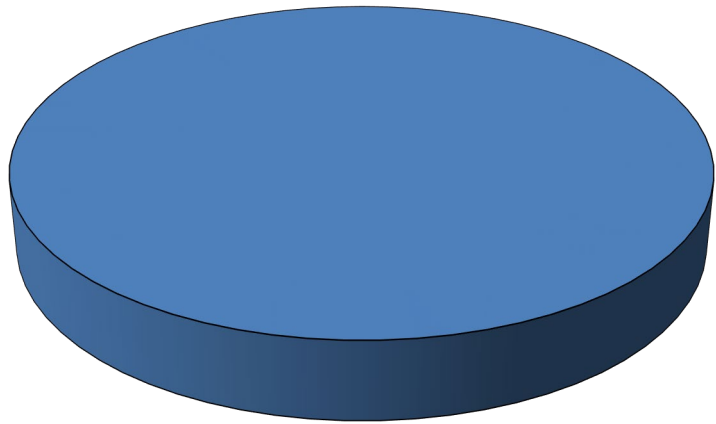
**Miscellaneous Revenue** of \$22,562 is a decrease of \$24,218 or 51.77% from the fiscal year 2021/22 Adopted Budget, and represents four County leased properties used for recreational and tourism purposes, and reimbursements for assisting outside agencies with advertising cooperatives. This decrease is primarily due to the ongoing COVID-19 pandemic.

**Investment Earnings** of \$11,592 is a decrease of \$13,408 or 53.63% from the fiscal year 2021/22 Adopted Budget, and represents pooled interest received from the Treasurer.

**BEHAVIORAL HEALTH  
Special Revenue Fund**

**Fiscal Year 2022/2023**

■ Intergovernmental 100%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Intergovernmental	-	24,760	123,116	527,883	674,802
Total Revenue	-	24,760	123,116	527,883	674,802

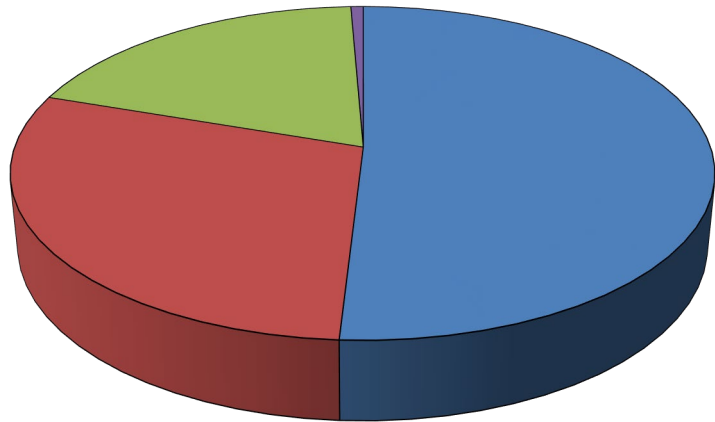
**Intergovernmental Revenues** of \$674,802 is an increase of \$146,919 or 27.83% over the fiscal year 2021/22 Adopted Budget, and is due to a grant extension, as the award could not be exhausted by the original deadline



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

**Fiscal Year 2022/2023**

- Charges for Services 50.93%
- Intergovernmental 29.27%
- Miscellaneous Revenue 19.14%
- Investment Earnings 0.66%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Charges for Services	6,358,261	7,573,680	10,582,872	7,735,114	9,740,000
Intergovernmental	14,736,287	6,444,923	9,026,938	6,419,786	5,596,804
Miscellaneous Revenue	308,332	2,017,686	2,145,482	1,500,000	3,661,020
Investment Earnings	3,078,869	2,713,105	532,984	597,432	126,701
Gain/Loss on Disp. of Assets	233,023	-	-	-	-
<b>Total Revenue</b>	<b>24,714,772</b>	<b>18,749,394</b>	<b>22,288,276</b>	<b>16,252,332</b>	<b>19,124,525</b>

**Charges for Services** of \$9,740,000 is an increase of \$2,004,886 or 25.92% over the fiscal year 2021/22 Adopted Budget, and is due to an upturn in impact fees collected for new development, and contributions from developers and other outside sources.

**Intergovernmental Revenues** of \$5,596,804 is a decrease of \$822,982 or 12.82% from the fiscal year 2021/22 Adopted Budget. Revenues consist of \$4,350,000 in city revenue; and \$1,246,804 in reimbursements from the Regional Transportation Authority (RTA), which is funded by a half-cent excise tax approved by voters in May

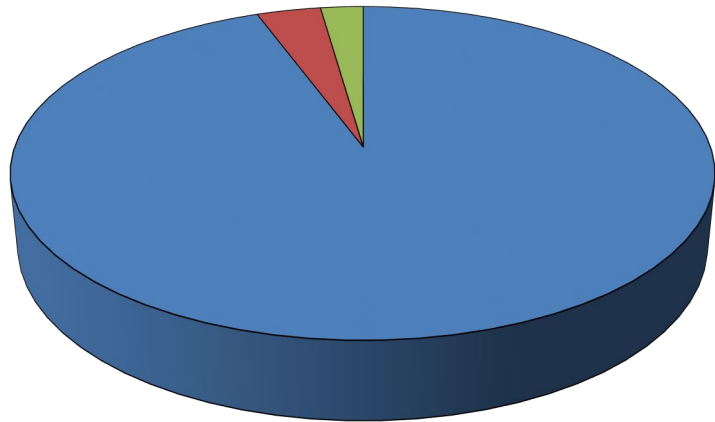
**Miscellaneous Revenue** of \$3,661,020 is an increase of \$2,161,020 or 144.07% over the fiscal year 2021/22 Adopted Budget, and is due to an anticipated upturn in governmental and agency funds, and utility relocation revenues.

**Investment Earnings** of \$126,701 is a decrease of \$470,731 or 78.79% from the fiscal year 2021/22 Adopted Budget, and is due to a decrease in interest earned on department fund balance from the Local Government Investment Pool.

**CLERK OF THE SUPERIOR COURT  
Special Revenue Fund**

**Fiscal Year 2022/2023**

- Charges for Services 94.32%
- Intergovernmental 3.41%
- Investment Earnings 2.27%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Charges for Services	687,171	679,099	733,602	687,140	670,841
Intergovernmental	90,721	59,114	114,581	844,388	24,243
Investment Earnings	23,189	27,890	11,461	16,989	16,133
<b>Total Revenue</b>	<b>801,081</b>	<b>766,103</b>	<b>859,644</b>	<b>1,548,517</b>	<b>711,217</b>

**Charges for Services** of \$670,841 is a decrease of \$16,299 or 2.37% from the fiscal year 2021/22 Adopted Budget, and is due to limited court operations, reduced trials, lower forfeiture hearings, and less IV-D hearings.

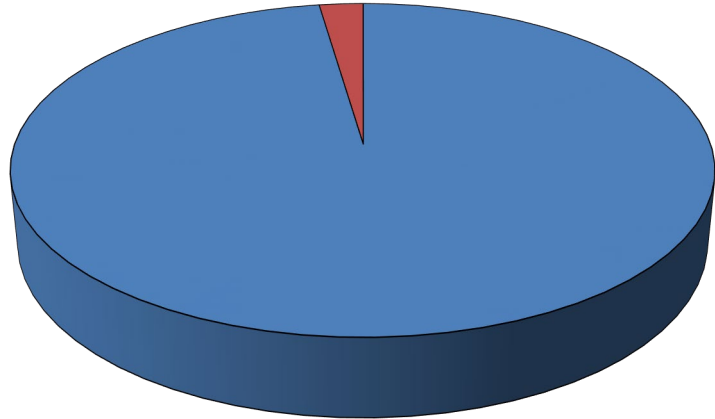
**Intergovernmental Revenues** of \$24,243 is a decrease of \$820,145 or 97.13% from the fiscal year 2021/22 Adopted Budget, and is due to the loss of a one-time grant for improvements in the front counter barrier walls and security camera equipment for the department.

**Investment Earnings** of \$16,133 is a decrease of \$856 or 5.04% from the fiscal year 2021/22 Adopted Budget, and is due to market rates volatility and fund balances available.

**COMMUNITY & WORKFORCE DEVELOPMENT  
Special Revenue Fund**

**Fiscal Year 2022/2023**

- Intergovernmental 97.66%
- Miscellaneous Revenue 2.33%
- Investment Earnings 0.01%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Intergovernmental	-	-	28,097,538	56,183,649	68,472,744
Miscellaneous Revenue	-	-	1,468,873	3,352,018	1,636,218
Investment Earnings	-	-	5,044	10,525	6,080
<b>Total Revenue</b>	-	-	<b>29,571,455</b>	<b>59,546,192</b>	<b>70,115,042</b>

**Intergovernmental Revenues** of \$68,472,744 is an increase of \$12,289,095 or 21.87% over the fiscal year 2021/22 Adopted Budget, and is primarily due to an anticipated increase in state revenue and federal grants for employment and training programs.

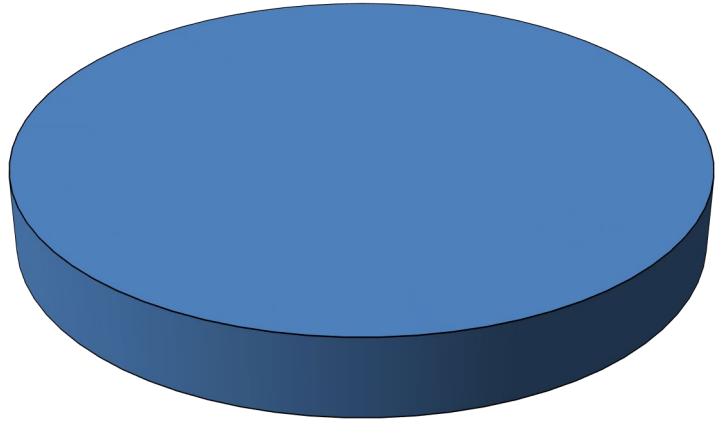
**Miscellaneous Revenue** of \$1,636,218 is a decrease of \$1,715,800 or 51.19% from the fiscal year 2021/22 Adopted Budget, and is primarily due to a decrease in non-government grants.

**Investment Earnings** of \$6,080 is a decrease of \$4,445 or 42.23% from the fiscal year 2021/22 Adopted Budget, and is due to a change of fund balances and interest rates.

**CONSTABLES**  
**Special Revenue Fund**

**Fiscal Year 2022/2023**

■ Intergovernmental 100%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Intergovernmental	-	1,981	-	-	35,000
Miscellaneous Revenue	-	9,591	-	35,000	-
<b>Total Revenue</b>	-	<b>11,572</b>	-	<b>35,000</b>	<b>35,000</b>

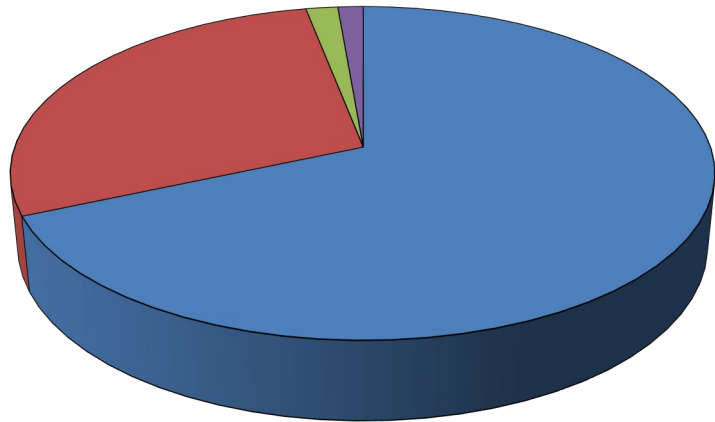
**Intergovernmental Revenues** of \$35,000 is an increase of \$35,000 or 100% over the fiscal year 2021/22 Adopted Budget, and is due to the grant award via Constable Ethics, Standards & Training Board for equipment and training moving from Miscellaneous Revenue.

**Miscellaneous Revenue** of \$0 is a decrease of \$35,000 or 100% from the fiscal year 2021/22 Adopted Budget, and is due to the grant award via Constable Ethics, Standards & Training Board for equipment and training moving to Intergovernmental Revenue.

COUNTY ATTORNEY  
Special Revenue Fund

## Fiscal Year 2022/2023

- Intergovernmental 68.48%
- Fines & Forfeits 28.47%
- Miscellaneous Revenue 1.70%
- Investment Earnings 1.35%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Intergovernmental	3,696,093	4,128,195	4,524,311	6,908,586	8,044,985
Fines & Forfeits	3,038,009	2,474,344	3,928,411	3,343,894	3,343,894
Miscellaneous Revenue	854,468	234,765	120,176	161,663	200,000
Investment Earnings	224,367	201,700	84,117	212,300	158,300
<b>Total Revenue</b>	<b>7,812,937</b>	<b>7,039,004</b>	<b>8,657,015</b>	<b>10,626,443</b>	<b>11,747,179</b>

**Intergovernmental Revenues** of \$8,044,985 is an increase of \$1,136,399 or 16.45% over the fiscal year 2021/22 Adopted Budget, is due to anticipated increases in federal forfeiture revenue, state funding from Victim Compensation Program, and federal and state grants.

**Fines & Forfeits** of \$3,343,894 remains unchanged from the fiscal year 2021/22 Adopted Budget, and represents forfeiture revenue, and other fines.

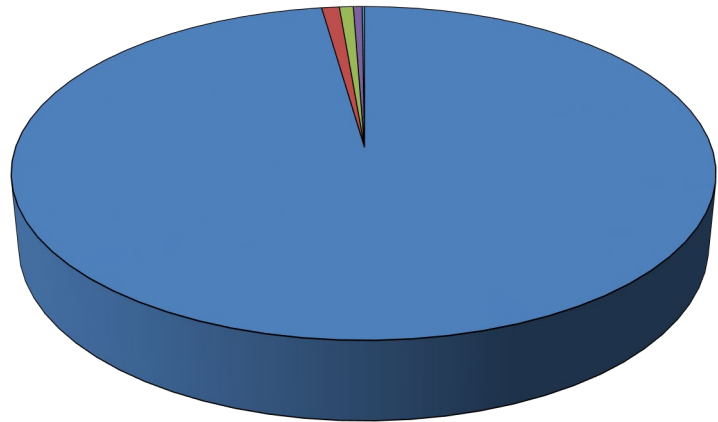
**Miscellaneous Revenue** of \$200,000 is an increase of \$38,337 or 23.71% over the fiscal year 2021/22 Adopted Budget, and is due to growth in revenue from governmental and agency funds.

**Investment Earnings** of \$158,300 is a decrease of \$54,000 or 25.44% from the fiscal year 2021/22 Adopted Budget, and represents a change of fund balances and interest rates.

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

**Fiscal Year 2022/2023**

- Property Taxes 97.73%
- Charges for Services 0.94%
- Miscellaneous Revenue 0.74%
- Intergovernmental 0.47%
- Investment Earnings 0.12%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Property Taxes	42,772,732	46,498,771	49,119,543	51,502,100	54,808,104
Charges for Services	440,034	170,941	764,101	570,000	530,000
Miscellaneous Revenue	463,552	451,991	313,881	407,950	415,950
Intergovernmental	289,743	193,446	110,271	211,000	265,000
Investment Earnings	299,996	388,613	181,270	175,000	70,000
Fines & Forfeits	509,236	339,484	-	-	-
<b>Total Revenue</b>	<b>44,775,293</b>	<b>48,043,246</b>	<b>50,489,066</b>	<b>52,866,050</b>	<b>56,089,054</b>

**Property Taxes** of \$54,808,104 is an increase of \$3,306,004 or 6.42% over the fiscal year 2021/22 Adopted Budget. The increase is due to a 4.50% increase in the taxable net assessed value of property in Pima County in fiscal year 2021/22. In addition, the library district tax rate was increased by \$0.0100 per \$100 of net assessed value, an increase of 1.87% from fiscal year 2021/22.

**Charges for Services** of \$530,000 is a decrease of \$40,000 or 7.02% from the fiscal year 2021/22 Adopted Budget, and is due to lower collections from the Federal Communications Commission E-Rate program.

**Miscellaneous Revenue** of \$415,950 is an increase of \$8,000 or 1.96% over the fiscal year 2021/22 Adopted Budget, and is due to higher donations.

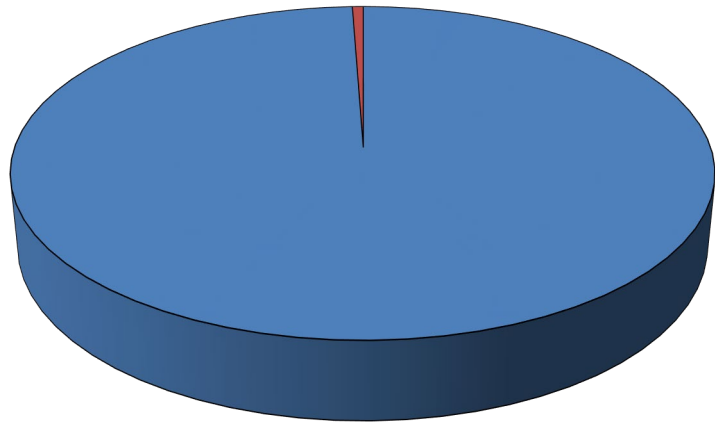
**Intergovernmental Revenues** of \$265,000 is an increase of \$54,000 or 25.59% over the fiscal year 2021/22 Adopted Budget, and is due to an increase in federal grant revenue passed through the State.

**Investment Earnings** of \$70,000 is a decrease of \$105,000 or 60.00% from the fiscal year 2021/22 Adopted Budget, and is due to lower market interest rates.

**DEBT SERVICE**  
**Debt Service Fund**

**Fiscal Year 2022/2023**

- Property Taxes 99.42%
- Investment Earnings 0.58%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Property Taxes	57,304,116	59,951,669	47,928,609	43,459,281	32,354,669
Investment Earnings	872,383	726,838	268,633	483,154	187,329
Intergovernmental	15,983	20,364	13,471	-	-
Miscellaneous Revenue	5,370	16,153	7,800	-	-
<b>Total Revenue</b>	<b>58,197,852</b>	<b>60,715,024</b>	<b>48,218,513</b>	<b>43,942,435</b>	<b>32,541,998</b>

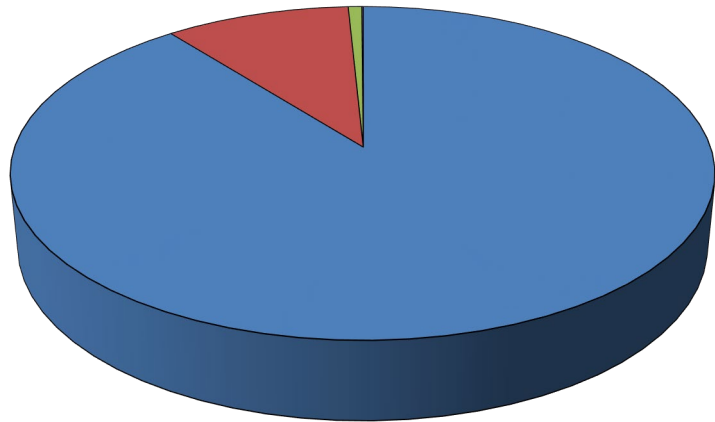
**Property Taxes** of \$32,354,669 is a decrease of \$11,104,612 or 25.55% from the fiscal year 2021/22 Adopted Budget. The decrease is due to completion of projects funded by voter approved bonds, leaving a smaller outstanding debt balance to be repaid through property taxes. The property tax rate for fiscal year 2022/23 is \$0.3200, a 28.88% decrease from the fiscal year 2021/22 tax rate of \$0.4500. This decrease is partially offset by a 4.50% increase in the taxable net assessed value of property in Pima County. Total budgeted debt service property tax collections consist of current year collections and delinquent tax collections.

**Investment Earnings** of \$187,329 is a decrease of \$295,825 or 61.23% from the fiscal year 2021/22 Adopted Budget, and is due to interest based on market conditions and funds available.

**DEVELOPMENT SERVICES**  
Enterprise Fund

**Fiscal Year 2022/2023**

- Licenses & Permits 89.35%
- Charges for Services 9.85%
- Investment Earnings 0.72%
- Miscellaneous Revenue 0.08%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Licenses & Permits	7,705,159	9,184,612	12,485,623	8,238,609	9,668,633
Charges for Services	1,154,290	1,210,909	1,461,672	1,043,066	1,065,247
Investment Earnings	176,038	217,642	72,961	99,663	77,580
Miscellaneous Revenue	12,076	59,519	1,844	8,427	8,595
Fines & Forfeits	(93)	75	-	-	-
<b>Total Revenue</b>	<b>9,047,470</b>	<b>10,672,757</b>	<b>14,022,100</b>	<b>9,389,765</b>	<b>10,820,055</b>

**Licenses & Permits** of \$9,668,633 is an increase of \$1,430,024 or 17.36% over the fiscal year 2021/22 Adopted Budget, and is due to an upturn in residential housing permitting activity.

**Charges for Services** of \$1,065,247 is an increase of \$22,181 or 2.13% over the fiscal year 2021/22 Adopted Budget, and is due to an increase in general government fees, such as plan reviews and special investigations.

**Investment Earnings** of \$77,580 is a decrease of \$22,083 or 22.16% from the fiscal year 2021/22 Adopted Budget, and is primarily due to a reduction in interest from non operating - proprietary funds. This was partially offset by an increase to interest revenue from pooled investments of non operating - proprietary funds.

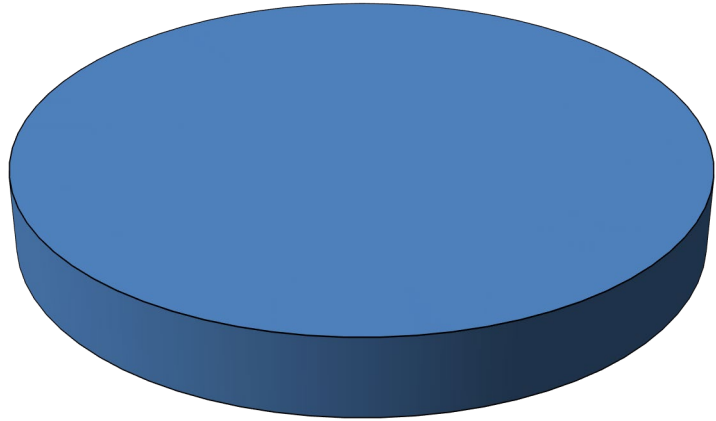
**Miscellaneous Revenue** of \$8,595 is an increase of \$168 or 1.99% over the fiscal year 2021/22 Adopted Budget, and is due to a rise in fees collected for record searches, judgements, and code enforcements.



**ELECTIONS**  
**Special Revenue Fund**

**Fiscal Year 2022/2023**

■ Intergovernmental 100%



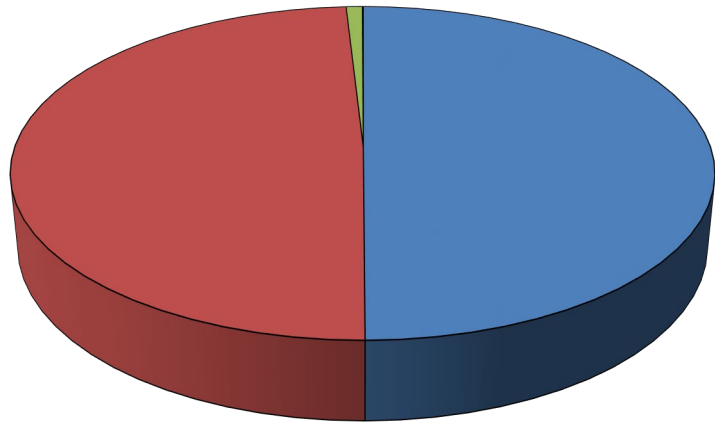
Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Intergovernmental	31,958	102,546	66,745	150,000	243,100
Investment Earnings	-	1,920	626	-	-
<b>Total Revenue</b>	<b>31,958</b>	<b>104,466</b>	<b>67,371</b>	<b>150,000</b>	<b>243,100</b>

**Intergovernmental Revenues** of \$243,100 is an increase of \$93,100 or 62.07% over the fiscal year 2021/22 Adopted Budget, and is comprised of software maintenance and support revenue. The increase in revenue is generated by state, and federal funding due to the Help America Vote Act grant.

**ENVIRONMENTAL QUALITY  
Special Revenue Fund**

**Fiscal Year 2022/2023**

- Licenses & Permits 49.93%
- Intergovernmental 49.16%
- Investment Earnings 0.86%
- Miscellaneous Revenue 0.05%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Licenses & Permits	2,464,239	2,446,566	2,657,846	2,400,560	2,378,520
Intergovernmental	2,102,986	2,514,214	2,219,921	2,702,760	2,342,342
Investment Earnings	105,418	114,126	47,398	79,500	41,000
Miscellaneous Revenue	18,523	21,771	22,023	19,500	2,500
Charges for Services	1,100	104,513	7,076	-	-
Fines & Forfeits	7,635	30,420	55,000	-	-
<b>Total Revenue</b>	<b>4,699,901</b>	<b>5,231,610</b>	<b>5,009,264</b>	<b>5,202,320</b>	<b>4,764,362</b>

**Licenses & Permits** of \$2,378,520 is a decrease of \$22,040 or 0.92% from the fiscal year 2021/22 Adopted Budget, and includes air quality inspection and application fees, and fees from the review and inspection of water, septic, and sewer plans and systems.

**Intergovernmental Revenues** of \$2,342,342 is a decrease of \$360,418 or 13.34% from the fiscal year 2021/22 Adopted Budget, and consists of state tire recycling program payments, and state and federal grants. The Engineering and Onsite Review mutual of understanding is cancelled for fiscal year 2022/23.

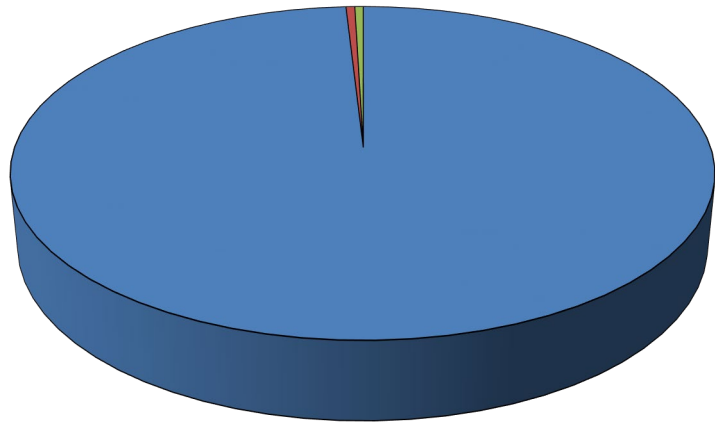
**Investment Earnings** of \$41,000 is a decrease of \$38,500 or 48.43% from the fiscal year 2021/22 Adopted Budget, and is primarily due an expected decline in the cash balance.

**Miscellaneous Revenue** of \$2,500 is a decrease of \$17,000 or 87.18% from the fiscal year 2021/22 Adopted Budget, and consists of activity permits, public records requests, and cell phone reimbursements. In addition, the Tucson Airport Authority contract has expired.

**FACILITIES MANAGEMENT  
Special Revenue Fund**

**Fiscal Year 2022/2023**

- Miscellaneous Revenue 99.08%
- Investment Earnings 0.47%
- Charges for Services 0.45%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Miscellaneous Revenue	5,724,036	5,915,615	5,815,470	6,382,269	6,291,244
Investment Earnings	26,445	208,319	169,442	100,000	30,000
Charges for Services	-	-	-	-	28,258
Intergovernmental	-	-	61,469	150,000	-
<b>Total Revenue</b>	<b>5,750,481</b>	<b>6,123,934</b>	<b>6,046,381</b>	<b>6,632,269</b>	<b>6,349,502</b>

**Miscellaneous Revenue** of \$6,291,244 is a decrease of \$91,025 or 1.43% from the fiscal year 2021/22 Adopted Budget. The decrease is a result of contract and rate changes in rents and royalties.

**Investment Earnings** of \$30,000 is a decrease of \$70,000 or 70.00% from the fiscal year 2021/22 Adopted Budget, and is due to lower interest rates.

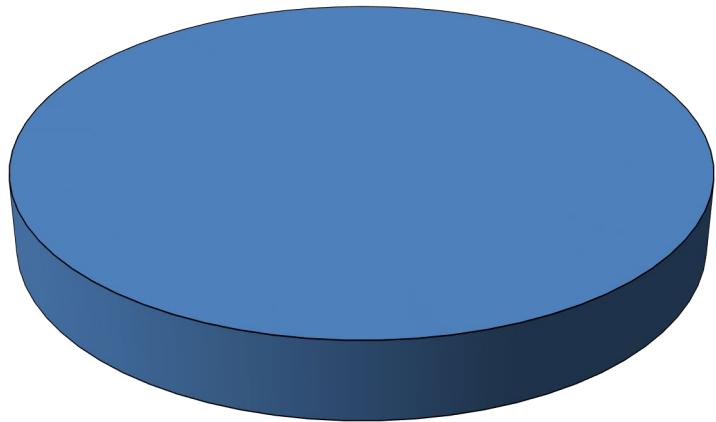
**Charges for Services** of \$28,258 is an increase of \$28,258 or 100% over the fiscal year 2021/22 Adopted Budget, and is due to special events at the Community Performance and Art Center in Green Valley.

**Intergovernmental Revenues** of \$0 is a decrease of \$150,000 or 100% from the fiscal year 2021/22 Adopted Budget, and is due to the non-renewal of existing grants, with no new grant awards expected for fiscal year

**FINANCE & RISK MANAGEMENT**  
**Special Revenue Fund**

**Fiscal Year 2022/2023**

■ Property Taxes 100%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Property Taxes	245,919	266,273	248,410	272,718	297,217
Miscellaneous Revenue	273,684	577,033	32,400	107,200	-
Investment Earnings	36,432	34,053	4,217	-	-
Intergovernmental	75	101	78	-	-
<b>Total Revenue</b>	<b>556,110</b>	<b>877,460</b>	<b>285,105</b>	<b>379,918</b>	<b>297,217</b>

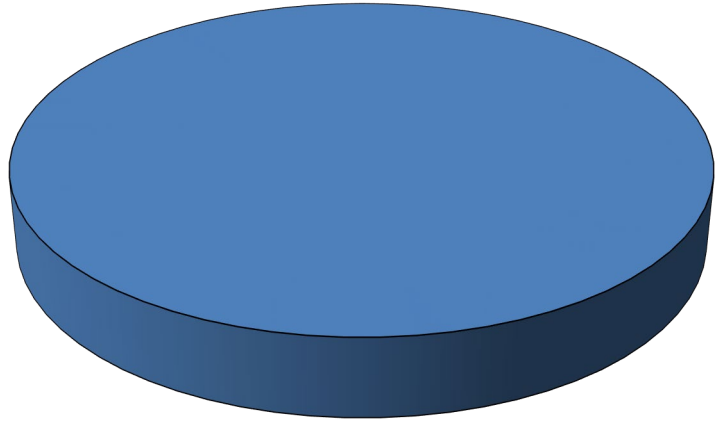
**Property Taxes** of \$297,217 is an increase of \$24,499 or 8.98% over the fiscal year 2021/22 Adopted Budget, and is due to an upturn in real property taxes, as well as in personal property taxes for fiscal year 2021/22, which will be collected in fiscal year 2022/23.

**Miscellaneous Revenue** of \$0 is a decrease of \$107,200 or 100% from the fiscal year 2021/22 Adopted Budget, and is due to a reduction in donations related to the January 8th memorial. These donations ceased in fiscal year 2021/22.

**FINANCE CONTINGENCY  
Special Revenue Fund**

**Fiscal Year 2022/2023**

■ Intergovernmental 100%



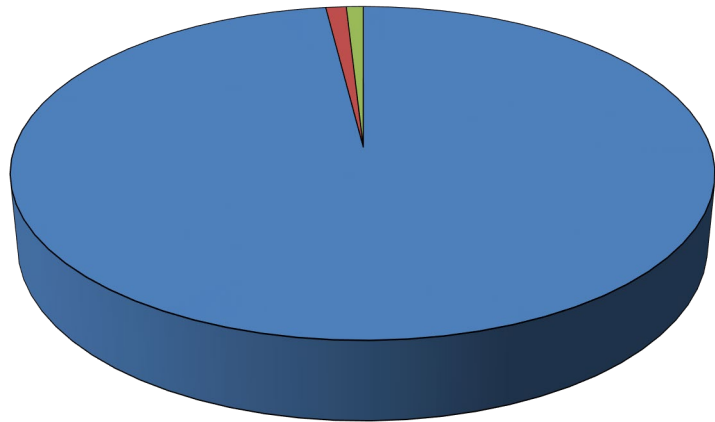
Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Intergovernmental	-	-	-	350,000,000	250,000,000
Investment Earnings	-	147,851	330,291	-	-
Miscellaneous Revenue	-	-	198	-	-
<b>Total Revenue</b>	-	<b>147,851</b>	<b>330,489</b>	<b>350,000,000</b>	<b>250,000,000</b>

**Intergovernmental Revenues** of \$250,000,000 is a decrease of \$100,000,000 or 28.57% from the fiscal year 2021/22 Adopted Budget, and is due to decreased federal grant revenues.

**FLEET SERVICES**  
**Internal Service Fund**

**Fiscal Year 2022/2023**

- Charges for Services 98.01%
- Miscellaneous Revenue 1.09%
- Investment Earnings 0.90%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Charges for Services	20,082,757	16,751,300	17,502,013	19,250,552	18,480,448
Miscellaneous Revenue	293,361	211,884	191,913	213,200	205,600
Investment Earnings	851,306	697,202	100,016	590,000	170,000
Gain/Loss on Disp. of Assets	(2)	(3)	(2)	(75,000)	-
<b>Total Revenue</b>	<b>21,227,422</b>	<b>17,660,383</b>	<b>17,793,940</b>	<b>19,978,752</b>	<b>18,856,048</b>

**Charges for Services** of \$18,480,448 is a decrease of \$770,104 or 4.00% from the fiscal year 2021/22 Adopted Budget. This decrease is primarily due to a reduction in fees received from other County departments for the use of vehicles, the cost of fuel, parts, and normal maintenance for County equipment, as well as a reduction in charges for repairs outside of normal maintenance, accident revenue from outside departments, and adding specialized equipment to vehicles such as Sheriff Department patrol cars and sport utility vehicles.

**Miscellaneous Revenue** of \$205,600 is a decrease of \$7,600 or 3.56% from the fiscal year 2021/22 Adopted Budget, and is due to a decline in reimbursements from insurance companies and individuals for accident related repairs to County vehicles, as well as metal recycling, expense reimbursements, and auction proceeds.

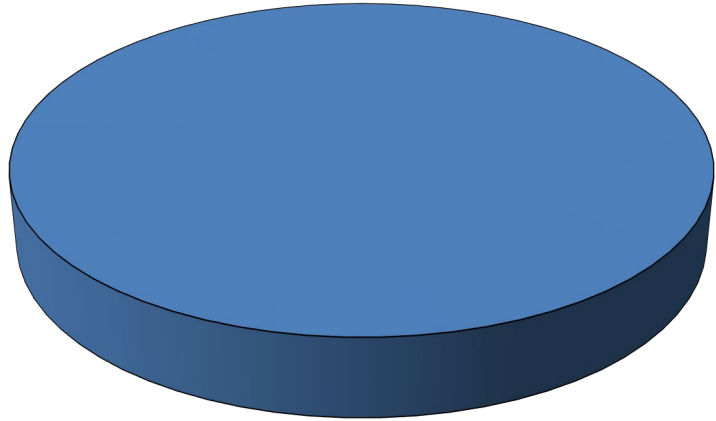
**Investment Earnings** of \$170,000 is a decrease of \$420,000 or 71.19% from the fiscal year 2021/22 Adopted Budget, and is due to a decreased fund balance and unfavorable interest rates.

**Gain/Loss on Disp. of Assets** of \$0 is a decrease of \$75,000 or 100% from the fiscal year 2021/22 Adopted Budget, and is due to expected declines in estimated revenues to be received from insurance proceeds for residual value of damaged vehicles, and net proceeds from sale of vehicles that have been sold at auction.

**GRANTS MANAGEMENT & INNOVATION**  
**Special Revenue Fund**

**Fiscal Year 2022/2023**

■ Intergovernmental 100%



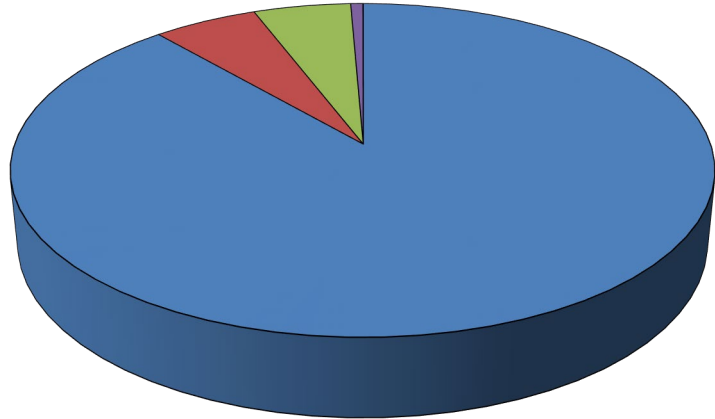
Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Intergovernmental	228,749	42,835,811	59,086,550	957,000	121,404,590
Miscellaneous Revenue	-	677,509	334,061	-	-
<b>Total Revenue</b>	<b>228,749</b>	<b>43,513,320</b>	<b>59,420,611</b>	<b>957,000</b>	<b>121,404,590</b>

**Intergovernmental Revenues** of \$121,404,590 is an increase of \$120,447,590 or 1,2585.96% over the fiscal year 2021/22 Adopted Budget, and is primarily due to Pima County receiving American Rescue Plan Act grant funding for the ongoing COVID-19 pandemic. These revenues include federal grant funding, tribal grant and federal grant passed through the State.

**HEALTH**  
**Special Revenue Fund**

**Fiscal Year 2022/2023**

- Intergovernmental 88.59%
- Charges for Services 5.56%
- Licenses & Permits 5.18%
- Miscellaneous Revenue 0.65%
- Investment Earnings 0.02%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Intergovernmental	7,980,786	8,911,137	11,165,683	13,244,981	44,573,132
Charges for Services	2,502,034	2,342,146	2,423,256	2,138,736	2,795,414
Licenses & Permits	2,492,492	2,332,904	2,240,187	2,173,526	2,608,231
Miscellaneous Revenue	1,129,057	925,853	827,123	584,997	325,457
Investment Earnings	125,468	132,520	35,571	12,000	12,000
Gain/Loss on Disp. of Assets	-	-	2,655	-	-
<b>Total Revenue</b>	<b>14,229,837</b>	<b>14,644,560</b>	<b>16,694,475</b>	<b>18,154,240</b>	<b>50,314,234</b>

**Intergovernmental Revenues** of \$44,573,132 is an increase of \$31,328,151 or 236.53% over the fiscal year 2021/22 Adopted Budget. These revenues include grants from the American Rescue Plan Act of 2021, such as the Epidemiology and Laboratory Capacity (ELC) K-12 Reopening, Vaccine Equity, Health Disparities, and ELC Enhancing Detection. Additional grants contributing to the revenue are the Advancing Health Literacy; tobacco prevention; family planning; Women, Infants & Children; child health initiatives; and surveillance.

**Charges for Services** of \$2,795,414 is an increase of \$656,678 or 30.70% over the fiscal year 2021/22 Adopted Budget, and include service fees that range from processing birth and death certificates, to providing immunizations and other public health related services.

**Licenses & Permits** of \$2,608,231 is an increase of \$434,705 or 20.00% over the fiscal year 2021/22 Adopted Budget, and include fees for permits required for businesses that must adhere to sanitation and health regulations mandated by state and federal statutes. Businesses include restaurants and food companies, hotels, motels, mobile home parks, and public swimming pools.

**Miscellaneous Revenue** of \$325,457 is a decrease of \$259,540 or 44.37% from the fiscal year 2021/22 Adopted Budget, and include postage, copying services, bad check collections, and local program funding.

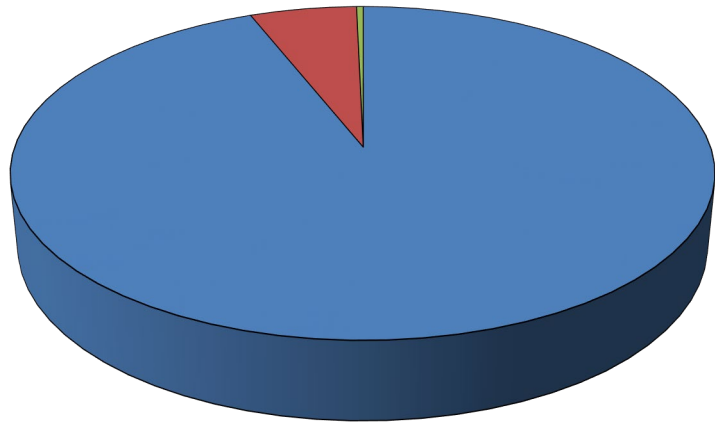
**Investment Earnings** of \$12,000 remains unchanged from the fiscal year 2021/22 Adopted Budget.



**HEALTH BENEFITS TRUST**  
**Internal Service Fund**

**Fiscal Year 2022/2023**

- Charges for Services 93.96%
- Miscellaneous Revenue 5.68%
- Investment Earnings 0.36%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Charges for Services	57,141,082	57,435,561	68,186,169	76,031,011	80,254,945
Miscellaneous Revenue	3,894,811	4,145,767	4,960,268	4,047,530	4,853,178
Investment Earnings	1,242,931	1,156,710	177,612	335,400	308,960
<b>Total Revenue</b>	<b>62,278,824</b>	<b>62,738,038</b>	<b>73,324,049</b>	<b>80,413,941</b>	<b>85,417,083</b>

**Charges for Services** of \$80,254,945 is an increase of \$4,223,934 or 5.56% over the fiscal year 2021/22 Adopted Budget. The revenue is based on employee enrollment elections, premium payments, and Pima County employer contributions to the fund. The employee contributions and premium payments increased over the fiscal year 2021/22 Adopted Budget, due to the High Deductible Health Plan (HDHP), self-funded dental insurance, Flexible Spending, Wellness Discounts, Hospital Insurance, and Health Savings Account (HSA) contributions based on employee enrollment elections. The employer contributions increased over fiscal year 2021/22 Adopted Budget due to Employee Health Premiums for the HDHP Insurance and self-funded dental insurance based on employee enrollment elections.

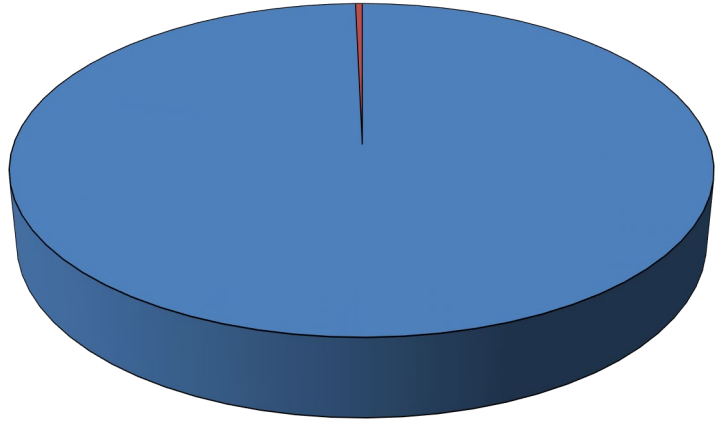
**Miscellaneous Revenue** of \$4,853,178 is an increase of \$805,648 or 19.90% over the fiscal year 2021/22 Adopted Budget, and is due to an increase in pharmacy rebates.

**Investment Earnings** of \$308,960 is a decrease of \$26,440 or 7.88% from the fiscal year 2021/22 Adopted Budget, and is due to a decrease in the fund balance.

**IT COMPUTER HARDWARE/SOFTWARE****Internal Service Fund****Fiscal Year 2022/2023**

■ Charges for Services 99.64%

■ Investment Earnings 0.36%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Charges for Services	21,345,257	22,143,539	22,359,648	22,636,042	25,249,824
Investment Earnings	117,515	12,853	24,071	70,758	90,000
Miscellaneous Revenue	48,000	115,182	345,379	-	-
<b>Total Revenue</b>	<b>21,510,772</b>	<b>22,271,574</b>	<b>22,729,098</b>	<b>22,706,800</b>	<b>25,339,824</b>

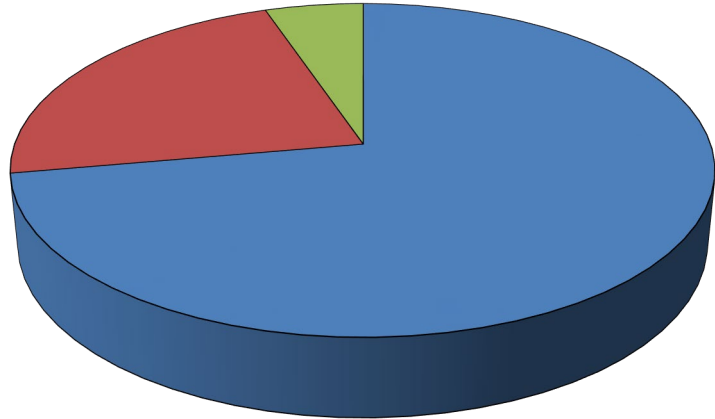
**Investment Earnings** of \$90,000 is an increase of \$19,242 or 27.19% over the fiscal year 2021/22 Adopted Budget, and is due to increased interest revenue from a higher cash balance.

**Charges for Services** of \$25,249,824 is an increase of \$2,613,782 or 11.55% over the fiscal year 2021/22 Adopted Budget, and is due to an increase of interdepartmental revenue.

**JUSTICE COURT AJO  
Special Revenue Fund**

**Fiscal Year 2022/2023**

- Charges for Services 72.22%
- Fines & Forfeits 22.55%
- Miscellaneous Revenue 5.23%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Charges for Services	11,971	8,985	6,845	7,213	8,007
Fines & Forfeits	-	-	2,362	2,000	2,500
Miscellaneous Revenue	-	1,357	399	878	580
Investment Earnings	2,713	2,921	1,150	-	-
<b>Total Revenue</b>	<b>14,684</b>	<b>13,263</b>	<b>10,756</b>	<b>10,091</b>	<b>11,087</b>

**Charges for Services** of \$8,007 is an increase of \$794 or 11.01% over the fiscal year 2021/22 Adopted Budget, and is due to an upturn in the number of case filings as COVID-19 dissipates.

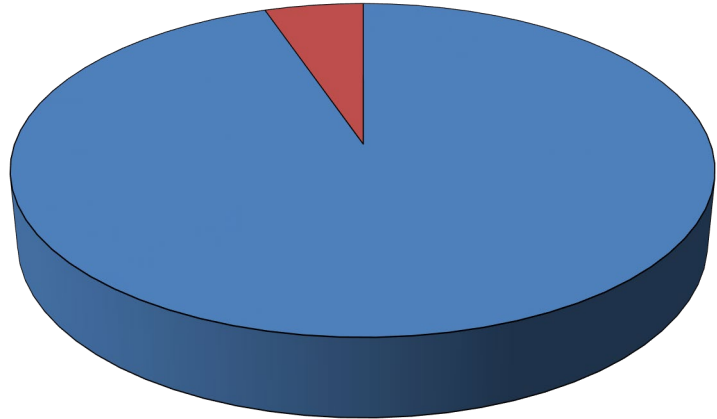
**Fines & Forfeits** of \$2,500 is an increase of \$500 or 25.00% over the fiscal year 2021/22 Adopted Budget, and is due to an increase in the collection of fines.

**Miscellaneous Revenue** of \$580 is a decrease of \$298 or 33.94% from the fiscal year 2021/22 Adopted Budget, and primarily due to an increase in the Fines/Fees and Restitution Enforcement (FARE) program surplus.

**JUSTICE COURT GREEN VALLEY**  
**Special Revenue Fund**

**Fiscal Year 2022/2023**

- Charges for Services 94.75%
- Fines & Forfeits 5.25%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Charges for Services	40,943	34,000	34,670	33,488	32,466
Fines & Forfeits	-	-	5,888	1,800	1,800
Investment Earnings	5,319	5,376	2,192	-	-
Intergovernmental	-	500	-	-	-
<b>Total Revenue</b>	<b>46,262</b>	<b>39,876</b>	<b>42,750</b>	<b>35,288</b>	<b>34,266</b>

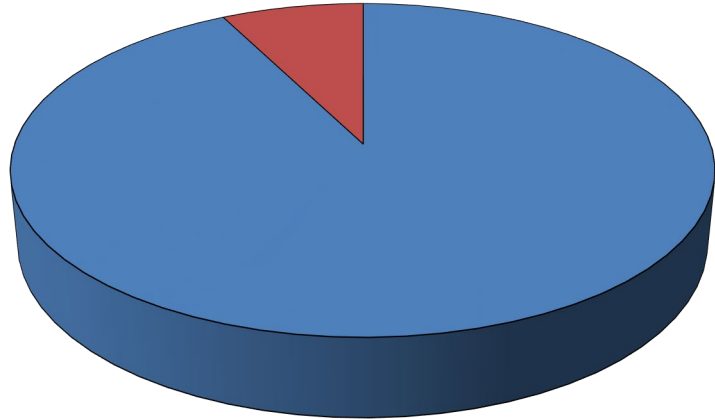
**Charges for Services** of \$32,466 is a decrease of \$1,022 or 3.05% from the fiscal year 2021/22 Adopted Budget, and is due to a decrease in anticipated eviction filings.

**Fines & Forfeits** of \$1,800 remains unchanged from the fiscal year 2021/22 Adopted Budget. This revenue consists of fine collections.

**JUSTICE COURT TUCSON**  
**Special Revenue Fund**

**Fiscal Year 2022/2023**

- Charges for Services 92.43%
- Fines & Forfeits 7.57%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Charges for Services	793,014	778,295	779,517	825,000	855,000
Fines & Forfeits	89,961	54,633	61,952	70,000	70,000
Investment Earnings	33,913	25,164	7,985	-	-
Miscellaneous Revenue	49,344	36,821	3,115	-	-
<b>Total Revenue</b>	<b>966,232</b>	<b>894,913</b>	<b>852,569</b>	<b>895,000</b>	<b>925,000</b>

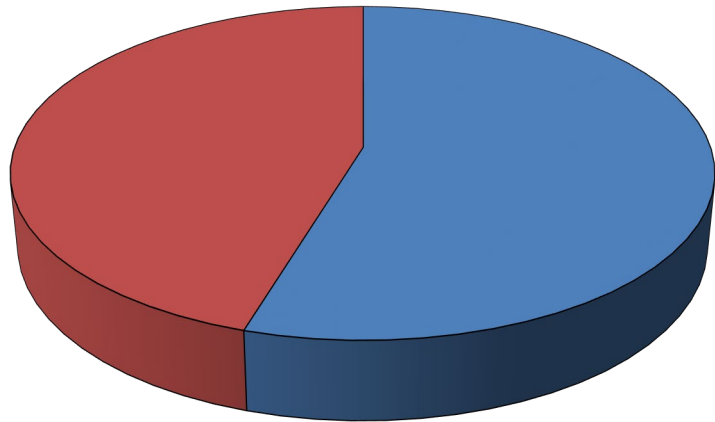
**Charges for Services** of \$855,000 is an increase of \$30,000 or 3.64% over the fiscal year 2021/22 Adopted Budget, and is due to an anticipated decrease in case filings and collections in the Fines/Fees and Restitution Enforcement program.

**Fines & Forfeits** of \$70,000 remains unchanged from the fiscal year 2021/22 Adopted Budget, and consists of fine collections.

**JUSTICE SERVICES**  
**Special Revenue Fund**

**Fiscal Year 2022/2023**

- Miscellaneous Revenue 54.70%
- Intergovernmental 45.30%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Miscellaneous Revenue	-	-	-	-	597,831
Intergovernmental	-	-	-	-	495,000
<b>Total Revenue</b>	-	-	-	-	<b>1,092,831</b>

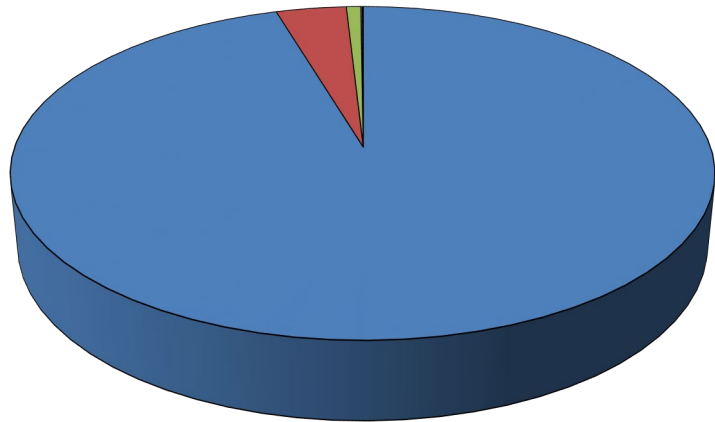
**Miscellaneous Revenue** of \$597,831 is an increase of \$597,831 or 100% over the fiscal year 2021/22 Adopted Budget, and are primarily from non-governmental grants. This department is newly created for fiscal year

**Intergovernmental Revenues** of \$495,000 is an increase of \$495,000 or 100% over the fiscal year 2021/22 Adopted Budget, and are primarily from federal grants. This department was newly created for fiscal year 2022/23.

**JUVENILE COURT  
Special Revenue Fund**

**Fiscal Year 2022/2023**

- Intergovernmental 95.36%
- Charges for Services 3.74%
- Investment Earnings 0.77%
- Miscellaneous Revenue 0.08%
- Fines & Forfeits 0.05%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Intergovernmental	6,049,992	5,712,095	5,615,066	7,231,430	7,303,685
Charges for Services	186,390	158,670	147,540	265,250	286,375
Investment Earnings	50,926	59,943	24,217	58,355	58,615
Miscellaneous Revenue	88,857	83,883	461	6,000	6,000
Fines & Forfeits	3,976	3,170	4,620	4,000	4,000
<b>Total Revenue</b>	<b>6,380,141</b>	<b>6,017,761</b>	<b>5,791,904</b>	<b>7,565,035</b>	<b>7,658,675</b>

**Intergovernmental Revenues** of \$7,303,685 is an increase of \$72,255 or 1.00% over the fiscal year 2021/22 Adopted Budget, and is due to an increase in state revenue program funding for diversion intake.

**Charges for Services** of \$286,375 is an increase of \$21,125 or 7.96% over the fiscal year 2021/22 Adopted Budget, and is due to increases in probation and diversion fees.

**Investment Earnings** of \$58,615 is an increase of \$260 or 0.45% over the fiscal year 2021/22 Adopted Budget, and is due to a slight increase in the cash fund balance.

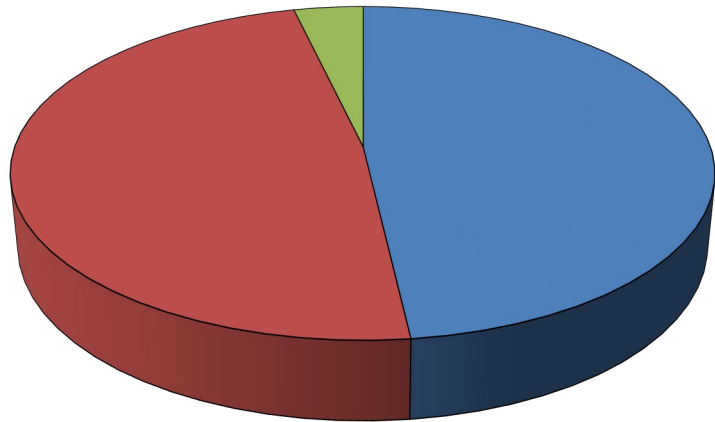
**Miscellaneous Revenue** of \$6,000 remains unchanged from the fiscal year 2021/22 Adopted Budget, and is comprised of restitution collected for governmental or agency funds.

**Fines & Forfeits** of \$4,000 remains unchanged from the fiscal year 2021/22 Adopted Budget, and represents fines levied for restitution.

**MEDICAL EXAMINER  
Special Revenue Fund**

**Fiscal Year 2022/2023**

- Charges for Services 48.16%
- Miscellaneous Revenue 48.15%
- Investment Earnings 3.69%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Charges for Services	46,863	23,221	10,500	38,280	33,950
Miscellaneous Revenue	29,324	31,250	29,000	30,020	33,950
Investment Earnings	4,654	5,717	2,510	2,200	2,600
Intergovernmental	27,646	211,795	125,489	49,803	-
<b>Total Revenue</b>	<b>108,487</b>	<b>271,983</b>	<b>167,499</b>	<b>120,303</b>	<b>70,500</b>

**Charges for Services** of \$33,950 is a decrease of \$4,330 or 11.31% from the fiscal year 2021/22 Adopted Budget, and is due to an expected decline in revenues generated from fees charged for casework telephone interviews, depositions, material reviews, and trial services.

**Miscellaneous Revenue** of \$33,950 is an increase of \$3,930 or 13.09% over the fiscal year 2021/22 Adopted Budget, and is primarily due to an expected uptick in fees for DNA tissue services and other miscellaneous services.

**Investment Earnings** of \$2,600 is an increase of \$400 or 18.18% over the fiscal year 2021/22 Adopted Budget, and is the result of a slight increase in the cash balance.

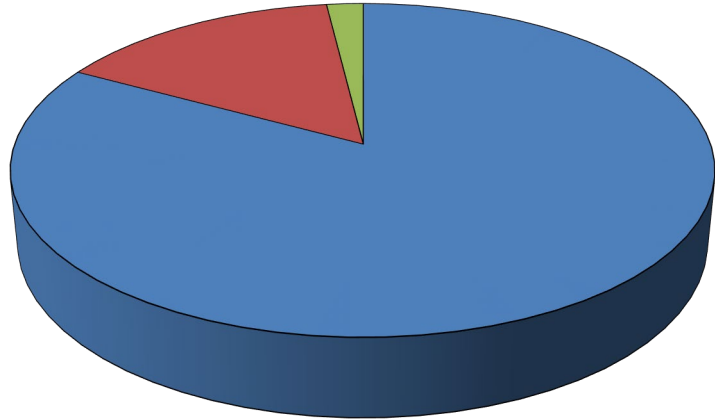
**Intergovernmental Revenues** of \$0 is a decrease of \$49,803 or 100% from the fiscal year 2021/22 Adopted Budget, and is due to the loss of revenue from a federal grant for the Paul Coverdell Forensic Science



**NATURAL RESOURCES, PARKS & RECREATION**  
**Special Revenue Fund**

**Fiscal Year 2022/2023**

- Miscellaneous Revenue 82.88%
- Charges for Services 15.17%
- Investment Earnings 1.95%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Miscellaneous Revenue	2,718,669	1,734,798	886,157	817,500	1,262,100
Charges for Services	38,092	3,796,483	149,042	132,000	231,000
Investment Earnings	92,355	186,730	41,809	61,000	29,700
Intergovernmental	27,332	45,654	7,981	35,000	-
Gain/Loss on Disp. of Assets	1,434,707	257,646	-	-	-
Licenses & Permits	875	-	-	-	-
<b>Total Revenue</b>	<b>4,312,030</b>	<b>6,021,311</b>	<b>1,084,989</b>	<b>1,045,500</b>	<b>1,522,800</b>

**Miscellaneous Revenue** of \$1,262,100 is an increase of \$444,600 or 54.39% over the fiscal year 2021/22 Adopted Budget, and is due to an expected upturn in revenues from the Starr Pass Environmental Enhancement Fee, Rillito Park Race Track, Native Plant Nursery, Souvenir Shop, rent and royalties, donations, and other non-governmental grants.

**Charges for Services** of \$231,000 is an increase of \$99,000 or 75.00% over the fiscal year 2021/22 Adopted Budget, and is due to an expected upsurge in collections of general government fees.

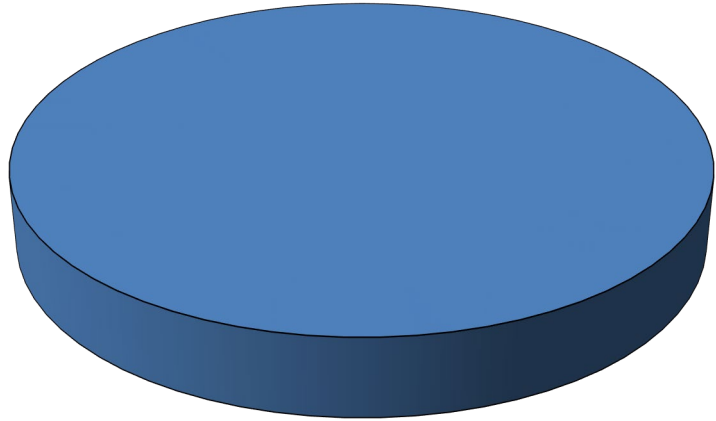
**Investment Earnings** of \$29,700 is a decrease of \$31,300 or 51.31% from the fiscal year 2021/22 Adopted Budget, and is due to a reduction in the fund balance.

**Intergovernmental Revenues** of \$0 is a decrease of \$35,000 or 100% from the fiscal year 2021/22 Adopted Budget, and is due to a decline in federal grants.

OFFICE OF EMERGENCY MANAGEMENT & HOMELAND SECURITY  
Special Revenue Fund

## Fiscal Year 2022/2023

■ Intergovernmental 100%



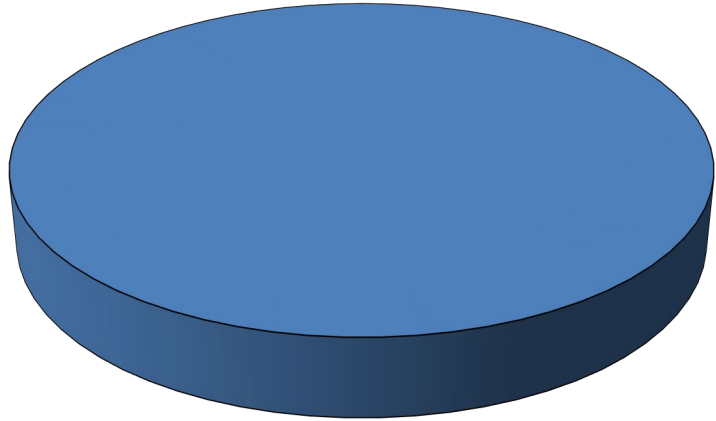
Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Intergovernmental	517,782	710,954	609,237	881,168	875,652
Total Revenue	517,782	710,954	609,237	881,168	875,652

**Intergovernmental Revenues** of \$875,652 is a decrease of \$5,516 or 0.63% from the fiscal year 2021/22 Adopted Budget, and is due to a reduction in the Hazardous Materials Emergency Planning grant. This revenue is generated through grant funding provided by federal and County agencies for: emergency management of state and local assistance; hazard material emergency planning; and urban area security initiative training and exercises.

OFFICE OF SUSTAINABILITY & CONSERVATION  
Special Revenue Fund

## Fiscal Year 2022/2023

■ Intergovernmental 100%



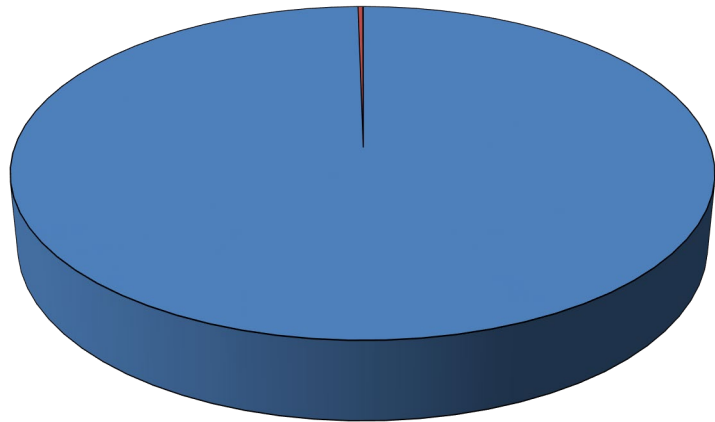
Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Intergovernmental	-	41,795	20,000	20,000	20,000
Total Revenue	-	41,795	20,000	20,000	20,000

**Intergovernmental Revenues** of \$20,000 remains unchanged from the fiscal year 2021/22 Adopted Budget, and are comprised of a federal pass-through grant.

**PARKING GARAGES**  
Enterprise Fund

**Fiscal Year 2022/2023**

- Charges for Services 99.72%
- Investment Earnings 0.25%
- Miscellaneous Revenue 0.03%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Charges for Services	2,596,849	2,346,222	1,985,369	2,317,905	2,192,619
Investment Earnings	33,747	31,797	9,922	10,800	5,400
Miscellaneous Revenue	16,685	11,613	41,842	12,550	550
Licenses & Permits	8,000	9,050	-	-	-
<b>Total Revenue</b>	<b>2,655,281</b>	<b>2,398,682</b>	<b>2,037,133</b>	<b>2,341,255</b>	<b>2,198,569</b>

**Charges for Services** of \$2,192,619 is a decrease of \$125,286 or 5.41% from the fiscal year 2021/22 Adopted Budget, and is due to a decline in parking demand from County employee vehicle parking and YMCA Value Pass holders.

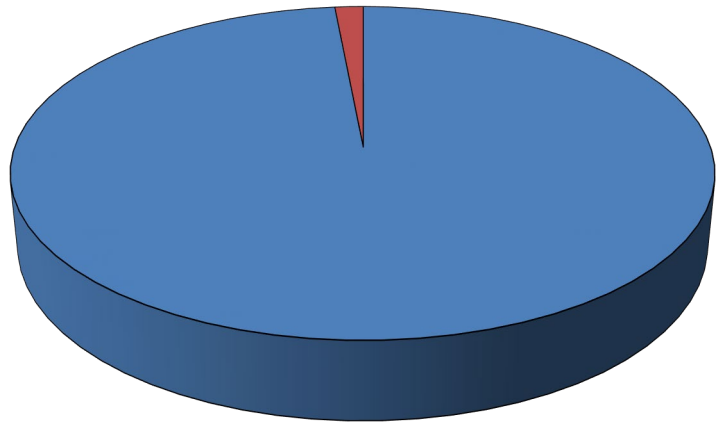
**Investment Earnings** of \$5,400 is a decrease of \$5,400 or 50.00% from the fiscal year 2021/22 Adopted Budget, and is due to a reduction in the cash fund balance.

**Miscellaneous Revenue** of \$550 is a decrease of \$12,000 or 95.62% from the fiscal year 2021/22 Adopted Budget, and is due to a change in the City of Tucson's Declaration of Easements classification of fees to parking fees.

**PIMA ANIMAL CARE  
Special Revenue Fund**

**Fiscal Year 2022/2023**

- Miscellaneous Revenue 98.49%
- Investment Earnings 1.51%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Miscellaneous Revenue	1,160,924	443,758	1,082,027	746,588	339,064
Investment Earnings	36,811	18,645	2,880	5,200	5,200
Licenses & Permits	700,545	-	-	-	-
Fines & Forfeits	54,268	-	-	-	-
Intergovernmental	4,774,073	-	-	-	-
Charges for Services	126,596	-	-	-	-
<b>Total Revenue</b>	<b>6,853,217</b>	<b>462,403</b>	<b>1,084,907</b>	<b>751,788</b>	<b>344,264</b>

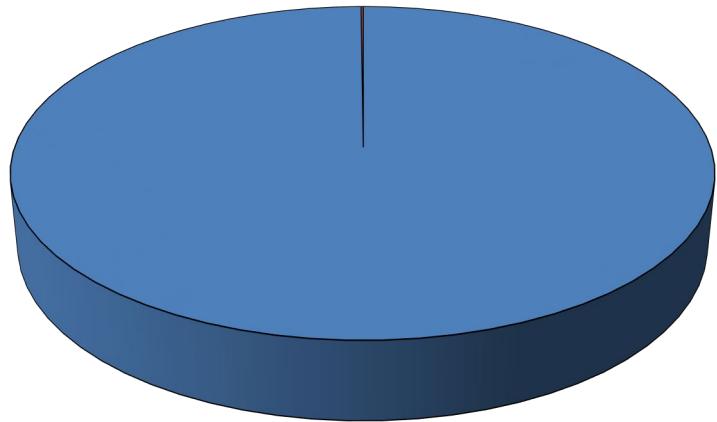
**Miscellaneous Revenue** of \$339,064 is a decrease of \$407,524 or 54.58% from the fiscal year 2021/22 Adopted Budget, and is due to a reduction in funding from PETCO.

**Investment Earnings** of \$5,200 remains unchanged from the fiscal year 2021/22 Adopted Budget.

**PUBLIC DEFENSE SERVICES**  
**Special Revenue Fund**

**Fiscal Year 2022/2023**

- Intergovernmental 99.88%
- Investment Earnings 0.11%
- Miscellaneous Revenue 0.01%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Intergovernmental	345,243	335,408	482,310	2,090,217	3,122,379
Investment Earnings	13,303	19,837	32,428	3,365	3,365
Miscellaneous Revenue	1,959	801	482	300	300
<b>Total Revenue</b>	<b>360,505</b>	<b>356,046</b>	<b>515,220</b>	<b>2,093,882</b>	<b>3,126,044</b>

**Intergovernmental Revenues** of \$3,122,379 is an increase of \$1,032,162 or 49.38% over the fiscal year 2021/22 Adopted Budget, and is due to an increase in federal pass-through grant revenue.

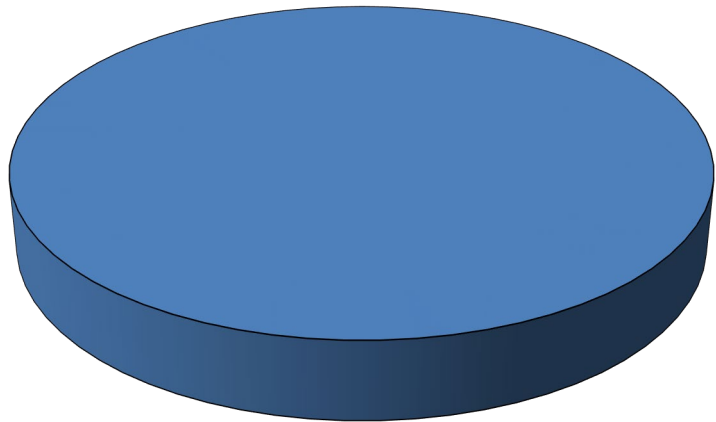
**Investment Earnings** of \$3,365 remains unchanged from the fiscal year 2021/22 Adopted Budget.

**Miscellaneous Revenue** of \$300 remains unchanged from the fiscal year 2021/22 Adopted Budget, and is primarily due to stale dated warrants.

**REAL PROPERTY SERVICES**  
**Special Revenue Fund**

**Fiscal Year 2022/2023**

■ Intergovernmental 100%



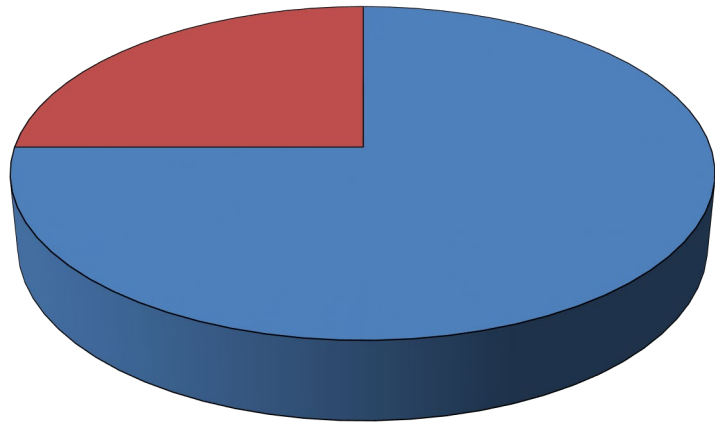
Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Intergovernmental	-	-	-	5,150,000	750,000
Total Revenue	-	-	-	5,150,000	750,000

**Intergovernmental Revenues** of \$750,000 is a decrease of \$4,400,000 or 85.44% from the fiscal year 2021/22 Adopted Budget, and is due to decreased federal grant revenue.

**RECORDER  
Special Revenue Fund**

**Fiscal Year 2022/2023**

- Charges for Services 75.00%
- Intergovernmental 25.00%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Charges for Services	717,308	861,356	1,094,864	961,538	900,000
Intergovernmental	-	176,327	667,973	300,000	300,000
Miscellaneous Revenue	-	-	952,588	-	-
Investment Earnings	11,531	13,756	9,709	-	-
<b>Total Revenue</b>	<b>728,839</b>	<b>1,051,439</b>	<b>2,725,134</b>	<b>1,261,538</b>	<b>1,200,000</b>

**Charges for Services** of \$900,000 is a decrease of \$61,538 or 6.40% from the fiscal year 2021/22 Adopted Budget, and is due to a decline in government and recording fees, as a result of decreasing record requests.

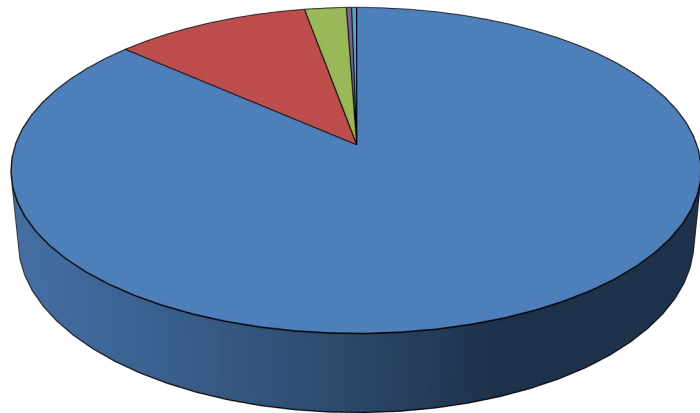
**Intergovernmental Revenues** of \$300,000 remains unchanged from the fiscal year 2021/22 Adopted Budget, and derives from federal pass-through state grant revenue.



**REGIONAL FLOOD CONTROL DISTRICT**  
**Special Revenue Fund**

**Fiscal Year 2022/2023**

- Property Taxes 86.54%
- Intergovernmental 10.63%
- Charges for Services 2.27%
- Miscellaneous Revenue 0.28%
- Investment Earnings 0.26%
- Fines & Forfeits 0.01%
- Licenses & Permits 0.01%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Property Taxes	25,132,788	26,397,352	27,812,840	29,143,400	29,460,112
Intergovernmental	57,562	27,029	318,647	1,774,344	3,619,344
Charges for Services	322,140	536,647	2,735,020	1,274,100	774,100
Miscellaneous Revenue	137,528	446,718	90,420	93,900	93,800
Investment Earnings	245,026	251,005	65,615	100,000	89,519
Licenses & Permits	1,215	2,200	3,100	3,500	3,500
Fines & Forfeits	2,306	2,278	2,262	3,000	3,000
Gain/Loss on Disp. of Assets	-	100	-	-	-
<b>Total Revenue</b>	<b>25,898,565</b>	<b>27,663,329</b>	<b>31,027,904</b>	<b>32,392,244</b>	<b>34,043,375</b>

**Property Taxes** of \$29,460,112 is an increase of \$316,712 or 1.09% over the fiscal year 2021/22 Adopted Budget, and is primarily due to a 4.18% increase in the taxable net assessed value of real property in Pima County fiscal year 2021/22, which will be collected in fiscal year 2022/23. This increase is partially offset by a \$0.0100 decrease in the tax rate to \$0.3235, a decrease of 3.00% from fiscal year 2021/22. Total budgeted flood control district property tax collections consist of current year and delinquent tax collections.

**Intergovernmental Revenues** of \$3,619,344 is an increase of \$1,845,000 or 103.98% over the fiscal year 2021/22 Adopted Budget, and is due to more anticipated funds from Environmental Protection Agency Region 9 Wetland Program Development grant.

**Charges for Services** of \$774,100 is a decrease of \$500,000 or 39.24% from the fiscal year 2021/22 Adopted Budget, and is due to an anticipated reduction in section 404 compensatory account mitigation in-lieu fees.

**Miscellaneous Revenue** of \$93,800 is a decrease of \$100 or 0.11% from the fiscal year 2021/22 Adopted Budget, and is due to decline in permit issuance activity.

**Investment Earnings** of \$89,519 is a decrease of \$10,481 or 10.48% from the fiscal year 2021/22 Adopted Budget, and is due to reduction in the fund balance, and a decline in market rates.

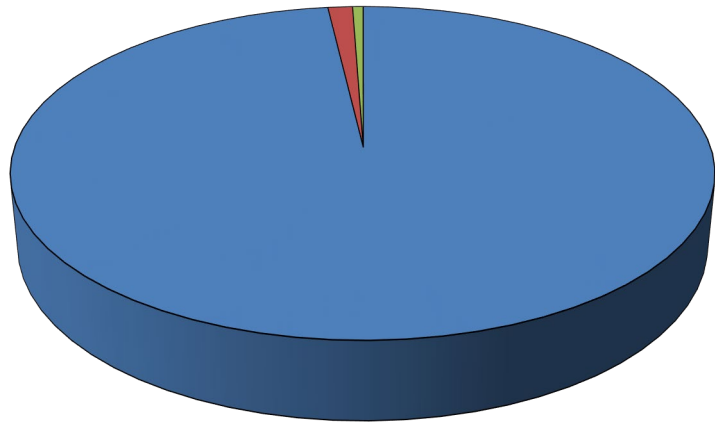
**Licenses & Permits** of \$3,500 remains unchanged from the fiscal year 2021/22 Adopted Budget, and represents encroachment permits issued.

**Fines & Forfeits** of \$3,000 remains unchanged from the fiscal year 2021/22 Adopted Budget, and represents settlement fines fees given out by Flood Control that the client is paying.

**REGIONAL WASTEWATER RECLAMATION**  
**Enterprise Fund**

**Fiscal Year 2022/2023**

- Charges for Services 98.12%
- Miscellaneous Revenue 1.31%
- Investment Earnings 0.56%
- Licenses & Permits 0.01%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Charges for Services	180,099,971	176,181,468	179,703,671	176,161,629	179,192,431
Miscellaneous Revenue	1,010,207	586,983	526,119	1,400,672	2,400,672
Investment Earnings	3,922,128	3,698,941	1,000,567	2,110,000	1,020,000
Licenses & Permits	18,143	24,200	18,200	20,000	20,000
Fines & Forfeits	-	1,800	5,550	2,500	2,500
Intergovernmental	-	-	-	2,900,000	-
Gain/Loss on Disp. of Assets	7,927	(1)	-	-	-
<b>Total Revenue</b>	<b>185,058,376</b>	<b>180,493,391</b>	<b>181,254,107</b>	<b>182,594,801</b>	<b>182,635,603</b>

**Charges for Services** of \$179,192,431 is an increase of \$3,030,802 or 1.72% over the fiscal year 2021/22 Adopted Budget, and is due to an upturn in sewer user fees and connection fees.

**Miscellaneous Revenue** of \$2,400,672 is an increase of \$1,000,000 or 71.39% over the fiscal year 2021/22 Adopted Budget, and is due to an upsurge in sales of Biogas products.

**Investment Earnings** of \$1,020,000 is a decrease of \$1,090,000 or 51.66% from the fiscal year 2021/22 Adopted Budget, and is due to a decline in interest rates.

**Licenses & Permits** of \$20,000 remains unchanged from the fiscal year 2021/22 Adopted Budget, and represents initial application fees for industrial users of wastewater treatment systems.

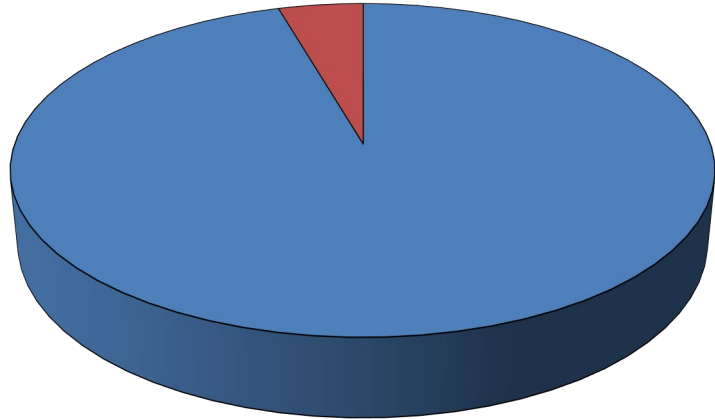
**Fines & Forfeits** of \$2,500 remains unchanged from the fiscal year 2021/22 Adopted Budget. These revenues consist of anticipated settlements with minimal industrial pretreatment fines assessed against various commercial customers of Wastewater Reclamation. Fines and Forefeits are not included in the pie chart above due to the value being less than 0.01%.

**Intergovernmental Revenues** of \$0 is a decrease of \$2,900,000 or 100% from the fiscal year 2021/22 Adopted Budget, and is due to a reduction in Federal grant revenue pass-through from the State of Arizona.

**RISK MANAGEMENT**  
**Internal Service Fund**

**Fiscal Year 2022/2023**

- Charges for Services 95.48%
- Investment Earnings 4.52%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Charges for Services	15,731,970	16,072,323	10,150,153	13,532,276	12,556,709
Investment Earnings	2,453,126	2,564,492	442,283	1,500,000	595,023
Miscellaneous Revenue	256,686	515,430	237,418	-	-
<b>Total Revenue</b>	<b>18,441,782</b>	<b>19,152,245</b>	<b>10,829,854</b>	<b>15,032,276</b>	<b>13,151,732</b>

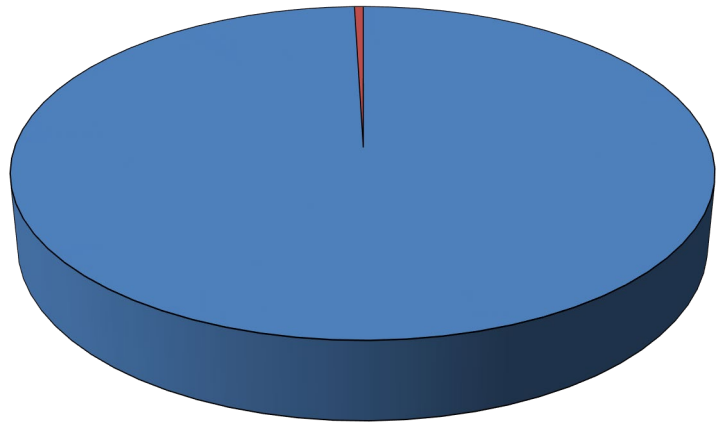
**Charges for Services** of \$12,556,709 is a decrease of \$975,567 or 7.21% from the fiscal year 2021/22 Adopted Budget, and is due to a decline in self insurance risk premiums for fiscal year 2022/23.

**Investment Earnings** of \$595,023 is a decrease of \$904,977 or 60.33% from the fiscal year 2021/22 Adopted Budget, and is due to decreased interest revenue resulting from a decline in interest rates.

**ROCKING K SOUTH CFD**  
**Special Revenue Fund**

**Fiscal Year 2022/2023**

- Property Taxes 99.53%
- Investment Earnings 0.47%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Property Taxes	-	10	14,136	21,155	111,963
Investment Earnings	397	408	98	10,000	530
<b>Total Revenue</b>	<b>397</b>	<b>418</b>	<b>14,234</b>	<b>31,155</b>	<b>112,493</b>

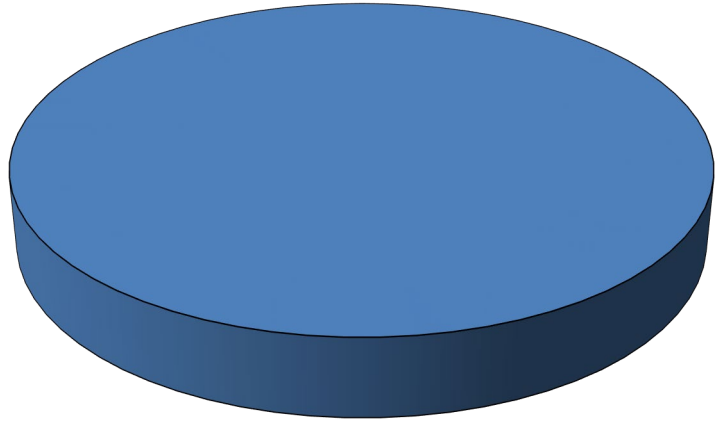
**Property Taxes** of \$111,963 is an increase of \$90,808 or 429.25% over the fiscal year 2021/22 Adopted Budget. Property tax revenues are collected to fund the Communities Facilities District.

**Investment Earnings** of \$530 is a decrease of \$9,470 or 94.70% from the fiscal year 2021/22 Adopted Budget, and is due to a reduction in the fund balance.

**SCHOOL SUPERINTENDENT  
Special Revenue Fund**

**Fiscal Year 2022/2023**

■ Intergovernmental 100%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Intergovernmental	1,990,583	1,825,192	1,369,496	1,710,000	1,864,610
Charges for Services	-	48,085	-	380,000	-
Miscellaneous Revenue	-	212,301	88,230	-	-
Investment Earnings	-	40	50	-	-
<b>Total Revenue</b>	<b>1,990,583</b>	<b>2,085,618</b>	<b>1,457,776</b>	<b>2,090,000</b>	<b>1,864,610</b>

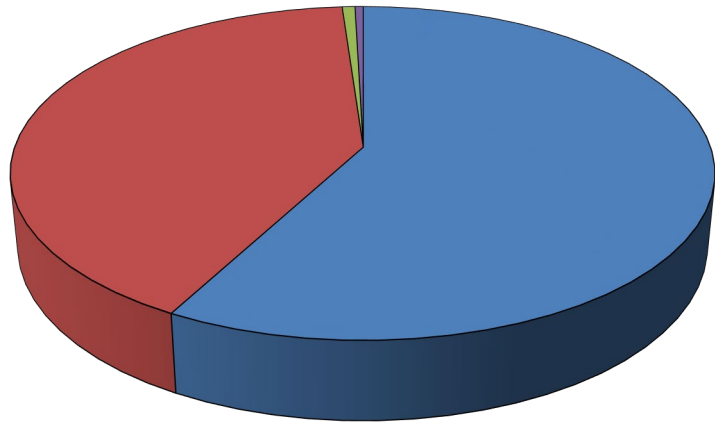
**Intergovernmental Revenues** of \$1,864,610 is an increase of \$154,610 or 9.04% over the fiscal year 2021/22 Adopted Budget, and is due to an increase in funding received from the State and other local governments. The funding received is for small and accommodation schools.

**Charges for Services** of \$0 is a decrease of \$380,000 or 100% from the fiscal year 2021/22 Adopted Budget. This line item was previously used for general service, indirect, district service, and workshop, fees.

**SHERIFF**  
**Special Revenue Fund**

**Fiscal Year 2022/2023**

- Intergovernmental 57.87%
- Charges for Services 41.01%
- Miscellaneous Revenue 0.68%
- Investment Earnings 0.44%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Intergovernmental	4,115,415	4,370,714	4,271,271	6,152,119	3,823,435
Charges for Services	1,865,632	2,497,065	3,754,615	2,860,000	2,710,000
Miscellaneous Revenue	124,422	34,631	70,358	65,000	45,000
Investment Earnings	67,456	79,856	36,587	37,000	29,000
Fines & Forfeits	-	-	6,450	-	-
<b>Total Revenue</b>	<b>6,172,925</b>	<b>6,982,266</b>	<b>8,139,281</b>	<b>9,114,119</b>	<b>6,607,435</b>

**Intergovernmental Revenues** of \$3,823,435 is a decrease of \$2,328,684 or 37.85% from the fiscal year 2021/22 Adopted Budget, and is due to a reduction in federal and state grants.

**Charges for Services** of \$2,710,000 is a decrease of \$150,000 or 5.24% from the fiscal year 2021/22 Adopted Budget, and is due to a downturn in sale of goods in the Prisoner Commissary.

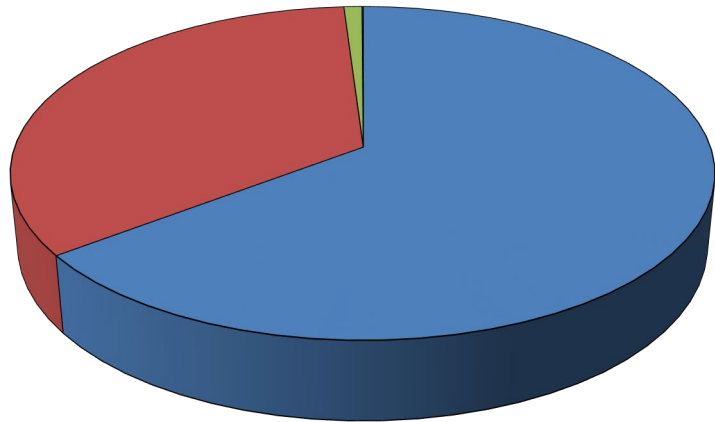
**Miscellaneous Revenue** of \$45,000 is a decrease of \$20,000 or 30.77% from the fiscal year 2021/22 Adopted Budget, and is due to an anticipated decline in donations.

**Investment Earnings** of \$29,000 is a decrease of \$8,000 or 21.62% from the fiscal year 2021/22 Adopted Budget, and is due to a drop in the fund balance, and in market interest rates.

**STADIUM DISTRICT-KINO SPORTS COMPLEX**  
**Special Revenue Fund**

**Fiscal Year 2022/2023**

- Charges for Services 64.68%
- Intergovernmental 34.29%
- Miscellaneous Revenue 0.96%
- Investment Earnings 0.07%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Charges for Services	1,529,292	1,168,200	584,104	2,143,500	2,263,000
Intergovernmental	1,506,597	1,360,920	924,631	1,100,000	1,200,000
Miscellaneous Revenue	25,342	56,165	59,467	28,640	33,640
Investment Earnings	6,777	37,600	6,702	-	2,500
<b>Total Revenue</b>	<b>3,068,008</b>	<b>2,622,885</b>	<b>1,574,904</b>	<b>3,272,140</b>	<b>3,499,140</b>

**Charges for Services** of \$2,263,000 is an increase of \$119,500 or 5.57% over the fiscal year 2021/22 Adopted Budget, and is primarily due to the reopening of the Stadium's facilities since the COVID-19 restrictions have been lifted. These revenues are collected for the use of the Stadium's facilities for various sports leagues, tournaments, meetings, community and charity events, and parties.

**Intergovernmental Revenues** of \$1,200,000 is an increase of \$100,000 or 9.09% over the fiscal year 2021/22 Adopted Budget, and consists of the car rental surcharge. Pima County is authorized by the State of Arizona to collect up to \$3.50 per car rental contract which remains unchanged from fiscal year 2018/19. The fiscal year 2022/23 car rental surcharge revenue expected increase is based on Arizona Department of Revenue

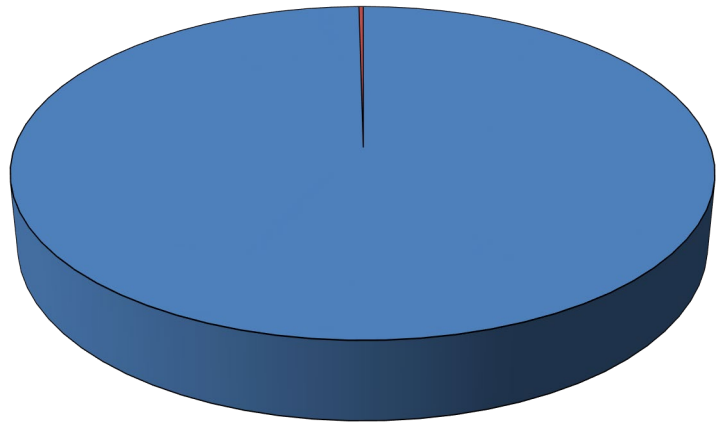
**Miscellaneous Revenue** of \$33,640 is an increase of \$5,000 or 17.46% over the fiscal year 2021/22 Adopted Budget. These revenues are collected from rental of office space, landscaping services provided to other Pima County facilities, and other services or fees not classified in other categories.

**Investment Earnings** of \$2,500 is an increase of \$2,500 or 100% over the fiscal year 2021/22 Adopted Budget, and is due to an anticipated increase in the fund balance.

**SUBSCRIBER SERVICES**  
**Internal Service Fund**

**Fiscal Year 2022/2023**

- Charges for Services 99.77%
- Investment Earnings 0.23%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Charges for Services	404,251	422,460	559,605	496,900	529,440
Investment Earnings	5,411	10,138	3,389	4,800	1,199
Miscellaneous Revenue	36,190	-	-	-	-
<b>Total Revenue</b>	<b>445,852</b>	<b>432,598</b>	<b>562,994</b>	<b>501,700</b>	<b>530,639</b>

**Charges for Services** of \$529,440 is an increase of \$32,540 or 6.55% over the fiscal year 2021/22 Adopted Budget, and is primarily due to an anticipated upturn in time and material billings.

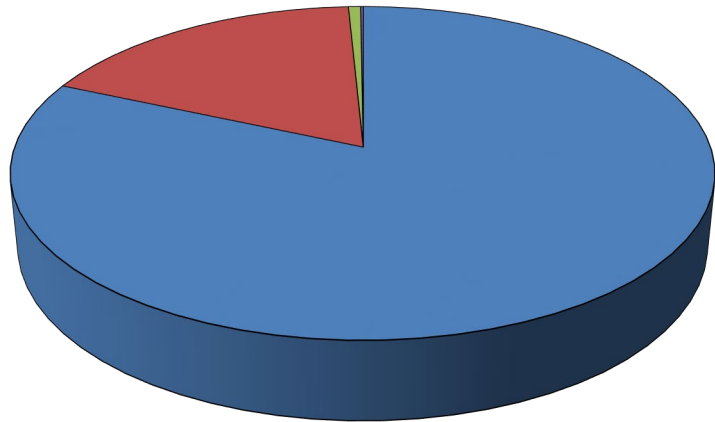
**Investment Earnings** of \$1,199 is a decrease of \$3,601 or 75.02% from the fiscal year 2021/22 Adopted Budget, and is due to an anticipated decline in the fund balance.



**SUPERIOR COURT  
Special Revenue Fund**

**Fiscal Year 2022/2023**

- Intergovernmental 81.55%
- Charges for Services 17.66%
- Miscellaneous Revenue 0.65%
- Investment Earnings 0.14%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Intergovernmental	11,990,532	12,626,191	12,394,850	13,998,834	14,671,050
Charges for Services	3,134,448	3,157,444	3,518,696	3,227,194	3,177,582
Miscellaneous Revenue	49,776	44,557	45,586	119,360	116,100
Investment Earnings	90,185	77,602	28,063	58,680	24,357
<b>Total Revenue</b>	<b>15,264,941</b>	<b>15,905,794</b>	<b>15,987,195</b>	<b>17,404,068</b>	<b>17,989,089</b>

**Intergovernmental Revenues** of \$14,671,050 is an increase of \$672,216 or 4.80% over the fiscal year 2021/22 Adopted Budget, and is primarily due to Administrative Office of the Court appropriated fund increases to State Aid Enhancement and Intensive Probation Services.

**Charges for Services** of \$3,177,582 is a decrease of \$49,612 or 1.54% from the fiscal year 2021/22 Adopted Budget, and is due to an upturn in fees collected for probation, global positioning system, conciliation, filing, copy charges, and form sales.

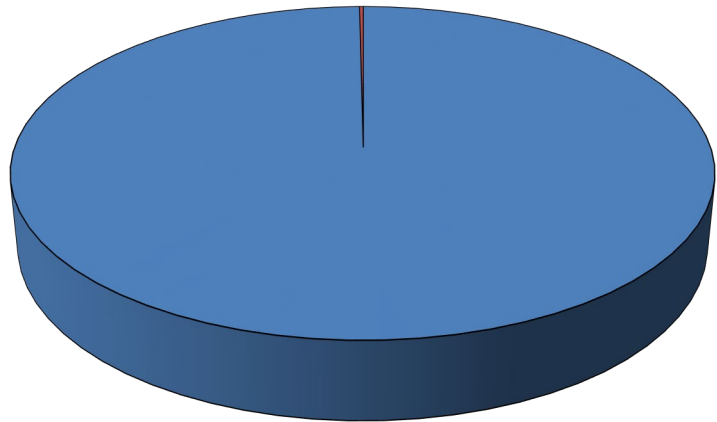
**Miscellaneous Revenue** of \$116,100 is a decrease of \$3,260 or 2.73% from the fiscal year 2021/22 Adopted Budget, and is due to a reduction in Law Library fees collected from kiosks/coin towers.

**Investment Earnings** of \$24,357 is a decrease of \$34,323 or 58.49% from the fiscal year 2021/22 Adopted Budget, and is due to a decline in the cash fund balance.

**TELECOMMUNICATIONS**  
**Internal Service Fund**

**Fiscal Year 2022/2023**

- Charges for Services 99.80%
- Investment Earnings 0.20%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Charges for Services	6,504,432	7,587,000	7,401,420	7,653,360	6,817,140
Investment Earnings	55,982	41,152	23,808	45,925	14,000
Miscellaneous Revenue	-	27	-	-	-
<b>Total Revenue</b>	<b>6,560,414</b>	<b>7,628,179</b>	<b>7,425,228</b>	<b>7,699,285</b>	<b>6,831,140</b>

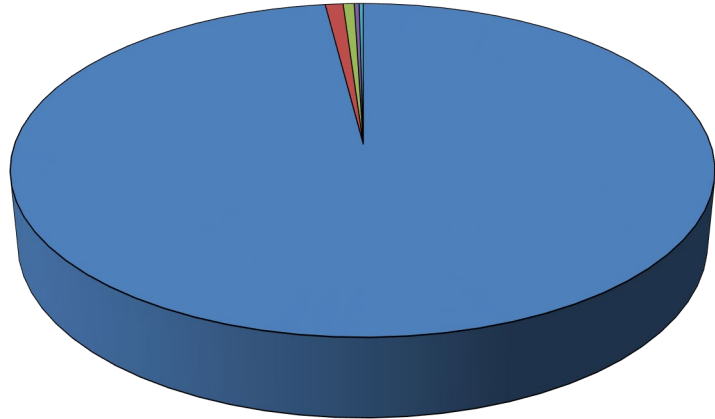
**Charges for Services** of \$6,817,140 is a decrease of \$836,220 or 10.93% from the fiscal year 2021/22 Adopted Budget, and is due to an anticipated decline in interdepartmental revenue.

**Investment Earnings** of \$14,000 is a decrease of \$31,925 or 69.52% from the fiscal year 2021/22 Adopted Budget, and is due to a decline in the cash fund balance.

**TRANSPORTATION  
Special Revenue Fund**

**Fiscal Year 2022/2023**

- Intergovernmental 97.98%
- Miscellaneous Revenue 0.95%
- Licenses & Permits 0.59%
- Investment Earnings 0.26%
- Charges for Services 0.22%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Intergovernmental	69,164,320	67,803,606	79,689,378	73,483,424	88,607,444
Miscellaneous Revenue	684,803	454,625	376,185	268,431	863,578
Licenses & Permits	1,338,736	1,661,055	1,645,368	907,000	530,000
Investment Earnings	216,036	458,839	161,515	19,709	238,219
Charges for Services	105,953	115,616	166,231	200,000	200,000
Property Taxes	307,777	4,265	4,205	2,300	1,000
Fines & Forfeits	17,703	8,156	10,915	-	-
<b>Total Revenue</b>	<b>71,835,328</b>	<b>70,506,162</b>	<b>82,053,797</b>	<b>74,880,864</b>	<b>90,440,241</b>

**Intergovernmental Revenues** of \$88,607,444 is an increase of \$15,124,020 or 20.58% over the fiscal year 2021/22 Adopted Budget, and is due to an expected upturn in state revenue highway user fees, state revenue vehicle license tax, federal pass through grants, state revenue, state aviation distribution, and federal payments in lieu of tax.

**Miscellaneous Revenue** of \$863,578 is an increase of \$595,147 or 221.71% over the fiscal year 2021/22 Adopted Budget, and is due to expected growth in rents and royalty revenue.

**Licenses & Permits** of \$530,000 is a decrease of \$377,000 or 41.57% from the fiscal year 2021/22 Adopted Budget, and is due to an anticipated decline in private development permits.

**Investment Earnings** of \$238,219 is an increase of \$218,510 or 1108.68% over the fiscal year 2021/22 Adopted Budget, and is due to expected growth of the cash fund balance.

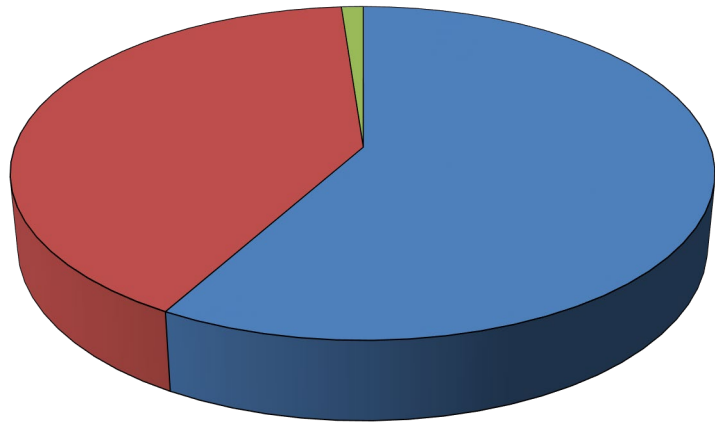
**Charges for Services** of \$200,000 remains unchanged from the fiscal year 2021/22 Adopted Budget, and is primarily comprised of administrative impact fees.

**Property Taxes** of \$1,000 is a decrease of \$1,300 or 56.52% from the fiscal year 2021/22 Adopted Budget, and is due to a reduction in real property taxes collections and personal property taxes collections.

**TREASURER**  
**Special Revenue Fund**

**Fiscal Year 2022/2023**

- Charges for Services 58.14%
- Miscellaneous Revenue 40.70%
- Investment Earnings 1.16%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Charges for Services	55,731	59,197	28,095	50,000	50,000
Miscellaneous Revenue	19,335	69,583	62,877	35,000	35,000
Investment Earnings	1,732	6,799	3,491	1,000	1,000
<b>Total Revenue</b>	<b>76,798</b>	<b>135,579</b>	<b>94,463</b>	<b>86,000</b>	<b>86,000</b>

**Charges for Services** of \$50,000 remains unchanged from the fiscal year 2021/22 Adopted Budget. These revenues are comprised of statutory fees, such as certificates of purchase (tax liens), and fees from Treasurer's deeds.

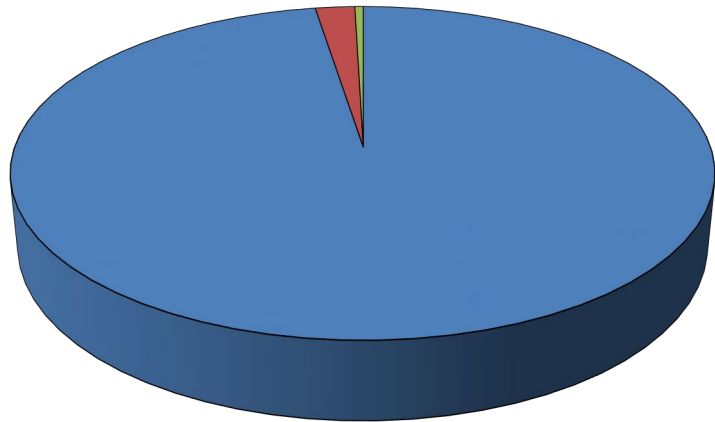
**Miscellaneous Revenue** of \$35,000 remains unchanged from the fiscal year 2021/22 Adopted Budget. These revenues include fees collected for non-sufficient funds, and the sale of data.

**Investment Earnings** of \$1,000 remains unchanged from the fiscal year 2021/22 Adopted Budget. These revenues represent interest on anticipated cash fund balance.

**WIRELESS INTEGRATED NETWORK**  
**Special Revenue Fund**

**Fiscal Year 2022/2023**

- Charges for Services 97.45%
- Miscellaneous Revenue 2.10%
- Investment Earnings 0.45%



Revenue Object	FY 2018/2019 Actual	FY 2019/2020 Actual	FY 2020/2021 Actual	FY 2021/22 Adopted	FY 2022/23 Adopted
Charges for Services	3,088,998	3,344,694	3,686,457	3,674,544	3,806,856
Miscellaneous Revenue	68,086	68,484	79,405	65,677	82,141
Investment Earnings	47,776	66,956	26,657	13,191	17,643
<b>Total Revenue</b>	<b>3,204,860</b>	<b>3,480,134</b>	<b>3,792,519</b>	<b>3,753,412</b>	<b>3,906,640</b>

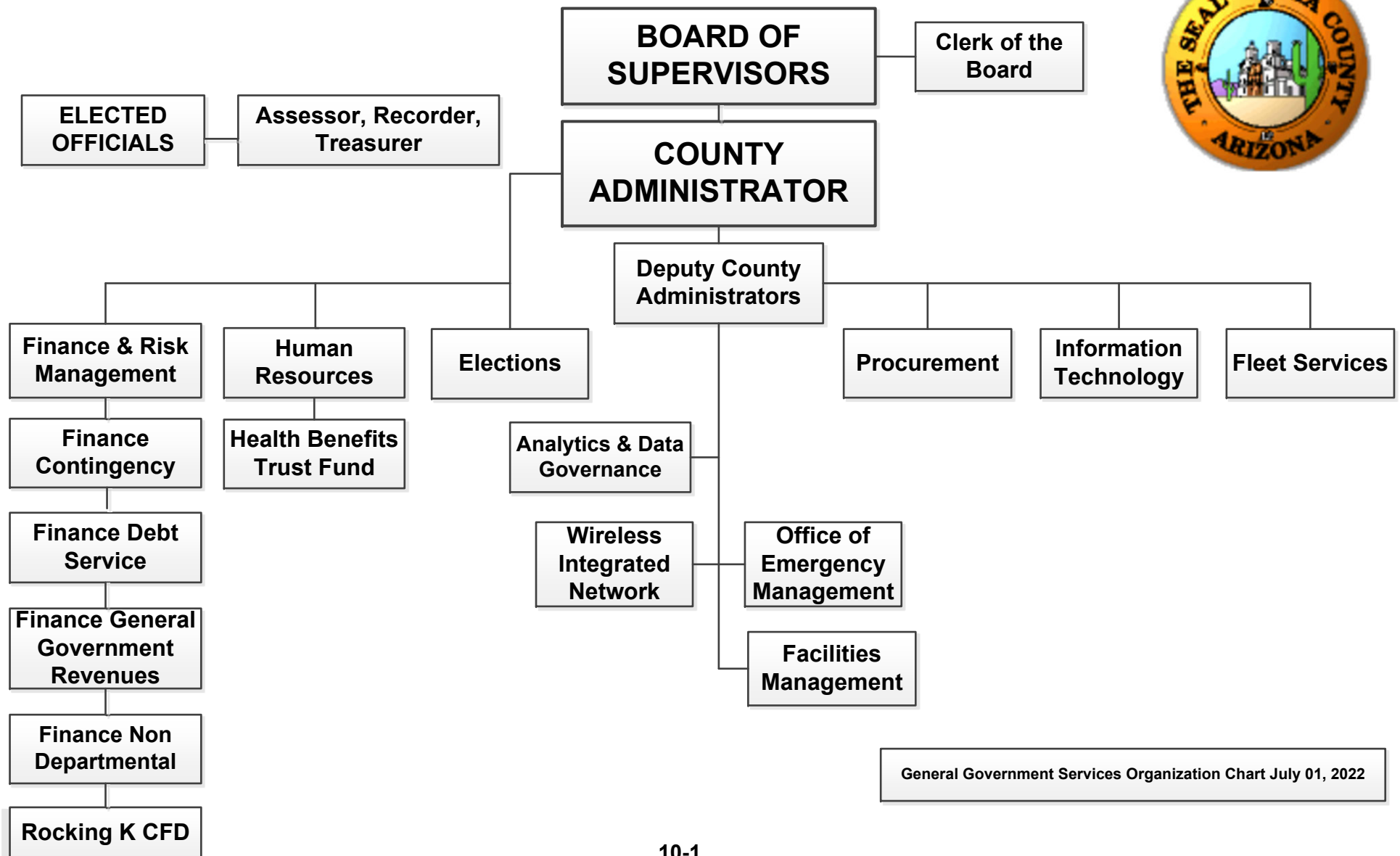
**Charges for Services** of \$3,806,856 is an increase of \$132,312 or 3.60% over the fiscal year 2021/22 Adopted Budget, and is primarily based on external to Pima County radio revenues collected on a monthly basis per radio. In addition, internal Pima County radio users, such as public safety, also pay a monthly fee. The overall number of radios used increased over the prior fiscal year.

**Miscellaneous Revenue** of \$82,141 is an increase of \$16,464 or 25.07% over the fiscal year 2021/22 Adopted Budget, and is due to an upturn in rents and royalties collected from, but not limited to, the City of Tucson, Golden Ranch Drive, New Cingular Wireless PCS LLC, and the Town of Oro Valley Police Department.

**Investment Earnings** of \$17,643 is an increase of \$4,452 or 33.75% over the fiscal year 2021/22 Adopted Budget, and is due to expected growth in the cash fund balance.

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# GENERAL GOVERNMENT SERVICES ORGANIZATION CHART



General Government Services Organization Chart July 01, 2022

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**Pima County**  
**Summary of Expenditures by Fund and Program**  
**Fiscal Year 2022/2023**

Functional Area/Department/Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Expenditures
<b><u>GENERAL GOVERNMENT SERVICES</u></b>						
<b>Analytics &amp; Data Governance</b>						
Analytics & Data Governance	4,140,777	-	-	-	-	4,140,777
<b>Total Analytics &amp; Data Governance</b>	<b>4,140,777</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,140,777</b>
<b>Assessor</b>						
Administration	4,840,716	-	-	-	-	4,840,716
Assessor Statutory Mandates	6,354,729	-	-	-	-	6,354,729
<b>Total Assessor</b>	<b>11,195,445</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,195,445</b>
<b>Board of Supervisors</b>						
Board of Supervisors	2,820,953	-	-	-	-	2,820,953
<b>Total Board of Supervisors</b>	<b>2,820,953</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,820,953</b>
<b>Clerk of the Board</b>						
Administration Management	1,034,104	-	-	-	-	1,034,104
Management of Information & Records	837,512	-	-	-	-	837,512
<b>Total Clerk of the Board</b>	<b>1,871,616</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,871,616</b>
<b>County Administrator</b>						
County Administrator	6,137,798	-	-	-	-	6,137,798
<b>Total County Administrator</b>	<b>6,137,798</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,137,798</b>
<b>Elections</b>						
Elections	6,661,116	243,100	-	-	-	6,904,216
<b>Total Elections</b>	<b>6,661,116</b>	<b>243,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,904,216</b>

**Pima County**  
**Summary of Expenditures by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Expenditures</b>
<b>Facilities Management</b>						
Administration	2,767,719	-	-	-	-	2,767,719
Building Services	21,253,548	-	-	-	-	21,253,548
Design & Construction Services	1,710,676	-	-	-	-	1,710,676
Facilities Renewal	-	21,534,344	-	-	-	21,534,344
Parking Garages	-	-	-	-	2,925,467	2,925,467
<b>Total Facilities Management</b>	<b>25,731,943</b>	<b>21,534,344</b>	<b>-</b>	<b>-</b>	<b>2,925,467</b>	<b>50,191,754</b>
<b>Finance &amp; Risk Management</b>						
Administration	2,025,198	-	-	-	-	2,025,198
Budget	2,066,751	-	-	-	-	2,066,751
Departmental Analysis	2,105,550	-	-	-	-	2,105,550
Financial Control & Reporting	1,754,817	-	-	-	-	1,754,817
Financial Management	1,038,925	-	-	-	-	1,038,925
Financial Operations	3,441,824	-	-	-	-	3,441,824
Financial Transactions	1,242,829	-	-	-	-	1,242,829
Improvement Districts	-	297,494	-	-	-	297,494
Internal Audit - Procedures and Training	1,346,278	-	-	-	-	1,346,278
Revenue Management	1,914,522	247,754	-	-	-	2,162,276
<b>Total Finance &amp; Risk Management</b>	<b>16,936,694</b>	<b>545,248</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,481,942</b>
<b>Finance Contingency</b>						
Contingency	59,443,499	-	-	-	-	59,443,499
FNC Grants Contingency	-	252,782,830	-	-	-	252,782,830
<b>Total Finance Contingency</b>	<b>59,443,499</b>	<b>252,782,830</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>312,226,329</b>
<b>Finance Debt Service</b>						
Debt Service	-	-	99,266,568	-	-	99,266,568
<b>Total Finance Debt Service</b>	<b>-</b>	<b>-</b>	<b>99,266,568</b>	<b>-</b>	<b>-</b>	<b>99,266,568</b>
<b>Finance General Government Revenue</b>						
General Government Revenues	100,000	-	-	-	-	100,000
<b>Total Finance General Government Revenue</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100,000</b>

**Pima County**  
**Summary of Expenditures by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Expenditures</b>
<b>Finance Non Departmental</b>						
Mandated Payments	70,017,400	-	-	-	-	70,017,400
Non Departmental	22,101,454	-	-	-	-	22,101,454
<b>Total Finance Non Departmental</b>	<b>92,118,854</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>92,118,854</b>
<b>Human Resources</b>						
Administration	1,918,244	-	-	-	-	1,918,244
Compensation/Classification/Recruitment	2,042,853	-	-	-	-	2,042,853
Employment Rights, FMLA, E-Verify & Training	1,119,490	-	-	-	-	1,119,490
Reports & Records	302,975	-	-	-	-	302,975
Training & Development	756,786	-	-	-	-	756,786
<b>Total Human Resources</b>	<b>6,140,348</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,140,348</b>
<b>Information Technology</b>						
Information Technology	22,476,520	-	-	-	-	22,476,520
<b>Total Information Technology</b>	<b>22,476,520</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22,476,520</b>
<b>Office of Emergency Management &amp; Homeland Security</b>						
Emergency Management & Homeland Security	891,271	1,342,249	-	-	-	2,233,520
<b>Total Office of Emergency Management &amp; Homeland Security</b>	<b>891,271</b>	<b>1,342,249</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,233,520</b>
<b>Procurement</b>						
Administration	863,677	-	-	-	-	863,677
Design & Construction	868,768	-	-	-	-	868,768
Materials & Services	1,246,968	-	-	-	-	1,246,968
<b>Total Procurement</b>	<b>2,979,413</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,979,413</b>

**Pima County**  
**Summary of Expenditures by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Expenditures</b>
<b>Recorder</b>						
Administration	812,056	-	-	-	-	812,056
Information Services	-	1,146,388	-	-	-	1,146,388
Recorder Division	1,893,435	-	-	-	-	1,893,435
Voter Registration	4,953,357	300,000	-	-	-	5,253,357
<b>Total Recorder</b>	<b>7,658,848</b>	<b>1,446,388</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,105,236</b>
<b>Rocking K South CFD</b>						
Rocking K South CFD	-	4,151,842	-	-	-	4,151,842
<b>Total Rocking K South CFD</b>	<b>-</b>	<b>4,151,842</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,151,842</b>
<b>Treasurer</b>						
Treasurer Operations	3,075,006	84,000	-	-	-	3,159,006
<b>Total Treasurer</b>	<b>3,075,006</b>	<b>84,000</b>				<b>3,159,006</b>
<b>Wireless Integrated Network</b>						
Wireless Integrated Network	-	4,069,169	-	-	-	4,069,169
<b>Total Wireless Integrated Network</b>	<b>-</b>	<b>4,069,169</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,069,169</b>
<b>TOTAL GENERAL GOVERNMENT SERVICES</b>	<b>270,380,101</b>	<b>286,199,170</b>	<b>99,266,568</b>	<b>-</b>	<b>2,925,467</b>	<b>658,771,306</b>

**THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY - INTERNAL SERVICE FUNDS**

**GENERAL GOVERNMENT SERVICES**

<b>Facilities Management</b>						
FM Risk Management	-	-	-	-	-	1,040,363
<b>Total Facilities Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,040,363</b>
<b>Finance &amp; Risk Management</b>						
Risk Management	-	-	-	-	-	10,473,867
<b>Total Finance &amp; Risk Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,473,867</b>

**Pima County**  
**Summary of Expenditures by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Expenditures</b>
<b>Fleet Services</b>						
Fleet Management Administration	-	-	-	-	-	4,638,812
Fleet Parts Supply	-	-	-	-	-	1,643,498
GPS Monitoring	-	-	-	-	-	513,367
Maintenance & Operations	-	-	-	-	-	4,899,481
Support Services	-	-	-	-	-	5,799,381
Vehicle Acquisition & Disposition	-	-	-	-	-	6,403,967
<b>Total Fleet Services</b>	-	-	-	-	-	<b>23,898,506</b>
<b>Human Resources</b>						
Health Benefits	-	-	-	-	-	84,616,317
HR Risk Management	-	-	-	-	-	6,015,154
<b>Total Human Resources</b>	-	-	-	-	-	<b>90,631,471</b>
<b>Information Technology</b>						
Computer Hardware Software	-	-	-	-	-	24,854,387
Telecommunications	-	-	-	-	-	5,970,044
<b>Total Information Technology</b>	-	-	-	-	-	<b>30,824,431</b>
<b>Wireless Integrated Network</b>						
Wireless Integrated Network	-	-	-	-	-	786,241
<b>Total Wireless Integrated Network</b>	-	-	-	-	-	<b>786,241</b>
<b>TOTAL GENERAL GOVERNMENT SERVICES</b>	-	-	-	-	-	<b>157,654,879</b>
<b>TOTAL ALL FUNDS (with Internal Svs Funds)</b>	<b>270,380,101</b>	<b>286,199,170</b>	<b>99,266,568</b>	<b>-</b>	<b>2,925,467</b>	<b>816,426,185</b>

**Pima County**  
**Summary of Revenues by Fund and Program**  
**Fiscal Year 2022/2023**

Functional Area/Department/Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Revenues
<b><u>GENERAL GOVERNMENT SERVICES</u></b>						
<b>Assessor</b>						
Administration	500	-	-	-	-	500
<b>Total Assessor</b>	<b>500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>500</b>
<b>Clerk of the Board</b>						
Administration Management	940	-	-	-	-	940
<b>Total Clerk of the Board</b>	<b>940</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>940</b>
<b>Elections</b>						
Elections	894,000	243,100	-	-	-	1,137,100
<b>Total Elections</b>	<b>894,000</b>	<b>243,100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,137,100</b>
<b>Facilities Management</b>						
Building Services	2,382,725	-	-	-	-	2,382,725
Facilities Renewal	-	6,349,502	-	-	-	6,349,502
Parking Garages	-	-	-	-	2,198,569	2,198,569
<b>Total Facilities Management</b>	<b>2,382,725</b>	<b>6,349,502</b>	<b>-</b>	<b>-</b>	<b>2,198,569</b>	<b>10,930,796</b>
<b>Finance &amp; Risk Management</b>						
Financial Operations	16,000	-	-	-	-	16,000
Improvement Districts	-	297,217	-	-	-	297,217
<b>Total Finance &amp; Risk Management</b>	<b>16,000</b>	<b>297,217</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>313,217</b>
<b>Finance Contingency</b>						
FNC Grants Contingency	-	250,000,000	-	-	-	250,000,000
<b>Total Finance Contingency</b>	<b>-</b>	<b>250,000,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>250,000,000</b>
<b>Finance Debt Service</b>						
Debt Service	-	-	32,541,998	-	-	32,541,998
<b>Total Finance Debt Service</b>	<b>-</b>	<b>-</b>	<b>32,541,998</b>	<b>-</b>	<b>-</b>	<b>32,541,998</b>

**Pima County**  
**Summary of Revenues by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Revenues</b>
<b>Finance General Government Revenue</b>						
General Government Revenues	614,489,885	-	-	-	-	614,489,885
<b>Total Finance General Government Revenue</b>	<b>614,489,885</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>614,489,885</b>
<b>Finance Non Departmental</b>						
Non Departmental	3,450,000	-	-	-	-	3,450,000
<b>Total Finance Non Departmental</b>	<b>3,450,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,450,000</b>
<b>Human Resources</b>						
Reports & Records	10,550	-	-	-	-	10,550
<b>Total Human Resources</b>	<b>10,550</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,550</b>
<b>Information Technology</b>						
Information Technology	732,164	-	-	-	-	732,164
<b>Total Information Technology</b>	<b>732,164</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>732,164</b>
<b>Office of Emergency Management &amp; Homeland Security</b>						
Emergency Management & Homeland Security	-	875,652	-	-	-	875,652
<b>Total Office of Emergency Management &amp; Homeland Security</b>	<b>-</b>	<b>875,652</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>875,652</b>
<b>Recorder</b>						
Information Services	-	900,000	-	-	-	900,000
Recorder Division	5,750,000	-	-	-	-	5,750,000
Voter Registration	100,000	300,000	-	-	-	400,000
<b>Total Recorder</b>	<b>5,850,000</b>	<b>1,200,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,050,000</b>
<b>Rocking K South CFD</b>						
Rocking K South CFD	-	112,493	-	-	-	112,493
<b>Total Rocking K South CFD</b>	<b>-</b>	<b>112,493</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>112,493</b>

**Pima County**  
**Summary of Revenues by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Revenues</b>
<b>Treasurer</b>						
Treasurer Operations	-	86,000	-	-	-	86,000
<b>Total Treasurer</b>	-	<b>86,000</b>	-	-	-	<b>86,000</b>
<b>Wireless Integrated Network</b>						
Wireless Integrated Network	-	3,906,640	-	-	-	3,906,640
<b>Total Wireless Integrated Network</b>	-	<b>3,906,640</b>	-	-	-	<b>3,906,640</b>
<b>TOTAL GENERAL GOVERNMENT SERVICES</b>	<b>627,826,764</b>	<b>263,070,604</b>	<b>32,541,998</b>	-	<b>2,198,569</b>	<b>925,637,935</b>
<b>THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY - INTERNAL SERVICE FUNDS</b>						
<b><u>GENERAL GOVERNMENT SERVICES</u></b>						
<b>Facilities Management</b>						
FM Risk Management	-	-	-	-	-	127,676
<b>Total Facilities Management</b>	-	-	-	-	-	<b>127,676</b>
<b>Finance &amp; Risk Management</b>						
Risk Management	-	-	-	-	-	9,776,228
<b>Total Finance &amp; Risk Management</b>	-	-	-	-	-	<b>9,776,228</b>
<b>Fleet Services</b>						
Fleet Management Administration	-	-	-	-	-	17,406,347
Fleet Parts Supply	-	-	-	-	-	100
Maintenance & Operations	-	-	-	-	-	1,635,000
Support Services	-	-	-	-	-	219,601
Vehicle Acquisition & Disposition	-	-	-	-	-	(405,000)
<b>Total Fleet Services</b>	-	-	-	-	-	<b>18,856,048</b>
<b>Human Resources</b>						
Health Benefits	-	-	-	-	-	85,417,083
HR Risk Management	-	-	-	-	-	3,247,828
<b>Total Human Resources</b>	-	-	-	-	-	<b>88,664,911</b>



**Pima County**  
**Summary of Revenues by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Revenues</b>
<b>Information Technology</b>						
Computer Hardware Software	-	-	-	-	-	25,339,824
Telecommunications	-	-	-	-	-	6,831,140
<b>Total Information Technology</b>	-	-	-	-	-	<b>32,170,964</b>
<b>Wireless Integrated Network</b>						
Wireless Integrated Network	-	-	-	-	-	530,639
<b>Total Wireless Integrated Network</b>	-	-	-	-	-	<b>530,639</b>
<b>TOTAL GENERAL GOVERNMENT SERVICES</b>	-	-	-	-	-	<b>150,126,466</b>
<b>TOTAL ALL FUNDS (with Internal Svs Funds)</b>	<b>627,826,764</b>	<b>263,070,604</b>	<b>32,541,998</b>	<b>-</b>	<b>2,198,569</b>	<b>1,075,764,401</b>

**Pima County**  
**Summary of Full Time Equivalents by Fund and Program**  
**Fiscal Year 2022/2023**

Functional Area/Department/Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total FTEs
<b><u>GENERAL GOVERNMENT SERVICES</u></b>						
<b>Analytics &amp; Data Governance</b>						
Analytics & Data Governance	29.60	-	-	-	-	29.60
<b>Total Analytics &amp; Data Governance</b>	<b>29.60</b>	-	-	-	-	<b>29.60</b>
<b>Assessor</b>						
Administration	47.00	-	-	-	-	47.00
Assessor Statutory Mandates	96.00	-	-	-	-	96.00
<b>Total Assessor</b>	<b>143.00</b>	-	-	-	-	<b>143.00</b>
<b>Board of Supervisors</b>						
Board of Supervisors	22.00	-	-	-	-	22.00
<b>Total Board of Supervisors</b>	<b>22.00</b>	-	-	-	-	<b>22.00</b>
<b>Clerk of the Board</b>						
Administration Management	10.00	-	-	-	-	10.00
Management of Information & Records	9.00	-	-	-	-	9.00
<b>Total Clerk of the Board</b>	<b>19.00</b>	-	-	-	-	<b>19.00</b>
<b>County Administrator</b>						
County Administrator	22.30	-	-	-	-	22.30
<b>Total County Administrator</b>	<b>22.30</b>	-	-	-	-	<b>22.30</b>
<b>Elections</b>						
Elections	44.75	-	-	-	-	44.75
<b>Total Elections</b>	<b>44.75</b>	-	-	-	-	<b>44.75</b>
<b>Facilities Management</b>						
Administration	20.00	-	-	-	-	20.00
Building Services	142.00	-	-	-	-	142.00
Design & Construction Services	28.00	-	-	-	-	28.00
Parking Garages	-	-	-	-	7.00	7.00
<b>Total Facilities Management</b>	<b>190.00</b>	-	-	-	<b>7.00</b>	<b>197.00</b>

**Pima County**  
**Summary of Full Time Equivalents by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total FTEs</b>
<b>Finance &amp; Risk Management</b>						
Administration	9.00	-	-	-	-	9.00
Budget	18.00	-	-	-	-	18.00
Departmental Analysis	23.00	-	-	-	-	23.00
Financial Control & Reporting	18.00	-	-	-	-	18.00
Financial Management	10.00	-	-	-	-	10.00
Financial Operations	30.48	-	-	-	-	30.48
Financial Transactions	14.00	-	-	-	-	14.00
Internal Audit - Procedures and Training	14.00	-	-	-	-	14.00
Revenue Management	23.00	-	-	-	-	23.00
<b>Total Finance &amp; Risk Management</b>	<b>159.48</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>159.48</b>
<b>Human Resources</b>						
Administration	11.00	-	-	-	-	11.00
Compensation/Classification/Recruitment	16.00	-	-	-	-	16.00
Employment Rights, FMLA, E-Verify & Training	13.00	-	-	-	-	13.00
Reports & Records	4.00	-	-	-	-	4.00
Training & Development	7.00	-	-	-	-	7.00
<b>Total Human Resources</b>	<b>51.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>51.00</b>
<b>Information Technology</b>						
Information Technology	161.00	-	-	-	-	161.00
<b>Total Information Technology</b>	<b>161.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>161.00</b>
<b>Office of Emergency Management &amp; Homeland Security</b>						
Emergency Management & Homeland Security	-	8.00	-	-	-	8.00
<b>Total Office of Emergency Management &amp; Homeland Security</b>	<b>-</b>	<b>8.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8.00</b>

**Pima County**  
**Summary of Full Time Equivalents by Fund and Program**  
**Fiscal Year 2022/2023**

Functional Area/Department/Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total FTEs
<b>Procurement</b>						
Administration	9.00	-	-	-	-	9.00
Design & Construction	9.00	-	-	-	-	9.00
Materials & Services	13.00	-	-	-	-	13.00
<b>Total Procurement</b>	<b>31.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>31.00</b>
<b>Recorder</b>						
Administration	8.00	-	-	-	-	8.00
Information Services	-	6.00	-	-	-	6.00
Recorder Division	23.00	-	-	-	-	23.00
Voter Registration	59.75	-	-	-	-	59.75
<b>Total Recorder</b>	<b>90.75</b>	<b>6.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>96.75</b>
<b>Rocking K South CFD</b>						
<b>Treasurer</b>						
Treasurer Operations	31.50	-	-	-	-	31.50
<b>Total Treasurer</b>	<b>31.50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>31.50</b>
<b>Wireless Integrated Network</b>						
Wireless Integrated Network	-	8.00	-	-	-	8.00
<b>Total Wireless Integrated Network</b>	<b>-</b>	<b>8.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8.00</b>
<b>TOTAL GENERAL GOVERNMENT SERVICES</b>	<b>995.38</b>	<b>22.00</b>	<b>-</b>	<b>-</b>	<b>7.00</b>	<b>1,024.38</b>

**THE FOLLOWING IS PROVIDED FOR INFORMATIONAL PURPOSES ONLY - INTERNAL SERVICE FUNDS**

**GENERAL GOVERNMENT SERVICES**

<b>Facilities Management</b>						
FM Risk Management	-	-	-	-	-	9.00
<b>Total Facilities Management</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9.00</b>

**Pima County**  
**Summary of Full Time Equivalents by Fund and Program**  
**Fiscal Year 2022/2023**

Functional Area/Department/Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total FTEs
<b>Finance &amp; Risk Management</b>						
Risk Management	-	-	-	-	-	4.00
<b>Total Finance &amp; Risk Management</b>	-	-	-	-	-	<b>4.00</b>
<b>Fleet Services</b>						
Fleet Management Administration	-	-	-	-	-	17.00
Fleet Parts Supply	-	-	-	-	-	4.00
GPS Monitoring	-	-	-	-	-	2.00
Maintenance & Operations	-	-	-	-	-	38.50
<b>Total Fleet Services</b>	-	-	-	-	-	<b>61.50</b>
<b>Human Resources</b>						
Health Benefits	-	-	-	-	-	13.00
HR Risk Management	-	-	-	-	-	3.00
<b>Total Human Resources</b>	-	-	-	-	-	<b>16.00</b>
<b>Information Technology</b>						
Computer Hardware Software	-	-	-	-	-	62.00
Telecommunications	-	-	-	-	-	14.00
<b>Total Information Technology</b>	-	-	-	-	-	<b>76.00</b>
<b>Wireless Integrated Network</b>						
Wireless Integrated Network	-	-	-	-	-	5.00
<b>Total Wireless Integrated Network</b>	-	-	-	-	-	<b>5.00</b>
<b>TOTAL GENERAL GOVERNMENT SERVICES</b>	-	-	-	-	-	<b>171.50</b>
<b>TOTAL ALL FUNDS (with Internal Svs Funds)</b>	<b>995.38</b>	<b>22.00</b>	-	-	<b>7.00</b>	<b>1,195.88</b>

**NOTE: Slight FTE differences between reports are due to rounding**

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## ANALYTICS & DATA GOVERNANCE

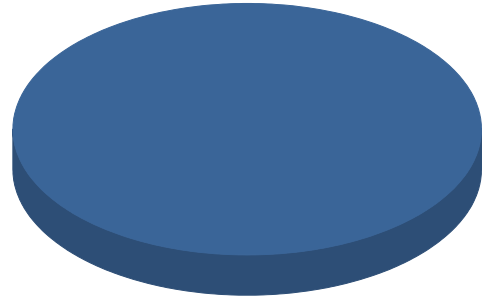
Expenses 4,140,777

Revenues -

FTEs 29.60

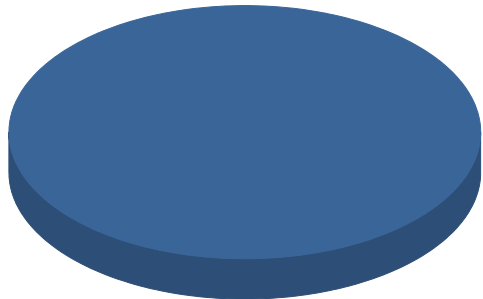
### Expenditures By Program

■ Analytics & Data Governance 100.00%  
Total: 100.00%



### Sources of All Funding

■ General Fund Support 100.00%  
Total: 100.00%



#### Function Statement:

Provide Pima County with reliable information, analyses and insights that support and enhance the quality and delivery of services and address public needs. Analytics and Data Governance will do this through the following items:

1. Developing and communicating policies to ensure effective data collection, usage, and analyses.
2. Defining standards for the quality of the data captured and metrics for review and improvement.
3. Collaborating with all departments to identify data needs and resolve issues with data quality.
4. Consolidating data related to the activities of Pima County representing a single version of the truth.
5. Delivering trusted data and analyses facilitating data-driven decision making.
6. Providing transparency into County activities through the delivery of high quality and reliable information.

#### Mandates:

None

## Department Summary by Program

Department:   **Analytics & Data Governance**

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Analytics & Data Governance	2,662,656	3,319,464	4,140,777
<b>Total Expenditures</b>	<b><u>2,662,656</u></b>	<b><u>3,319,464</u></b>	<b><u>4,140,777</u></b>
General Fund Support	2,662,656	3,319,464	4,140,777
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>2,662,656</u></b>	<b><u>3,319,464</u></b>	<b><u>4,140,777</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Analytics & Data Governance	19.60	20.60	29.60
<b>Total Staffing (FTEs)</b>	<b><u>19.60</u></b>	<b><u>20.60</u></b>	<b><u>29.60</u></b>



## Program Summary

**Department:** Analytics & Data Governance

**Program:** Analytics & Data Governance

### Function

Ensure the availability and integrity of data for decision making that supports the mission, goals, and strategic priorities of Pima County.

### Description of Services

Provide a comprehensive data strategy for the County, set up a central data warehouse, and create a comprehensive data governance structure.

### Program Goals & Objectives

- Enhance the County's ability to review and analyze data from the enterprise systems
  - Increase the number of reports produced from AMS, and Planning and Budget
  - Increase the number of reports from ADP and Maximo
- Create a data governance strategy for the County
  - Draft Board of Supervisor policies for data governance
  - Finalize policy and administrative procedures for data classification

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Departmental visualizations produced	52	50	30
Data governance framework published	yes	yes	yes
Data classification structure published	no	yes	yes

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,986,097	2,269,350	3,251,188
Operating Expenses	676,559	1,050,114	889,589
<b>Total Program Expenditures</b>	<b>2,662,656</b>	<b>3,319,464</b>	<b>4,140,777</b>
<b>General Fund Support</b>	2,662,656	3,319,464	4,140,777
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>2,662,656</b>	<b>3,319,464</b>	<b>4,140,777</b>

<b>Program Staffing FTEs</b>	<b>19.60</b>	<b>20.60</b>	<b>29.60</b>
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## ASSESSOR

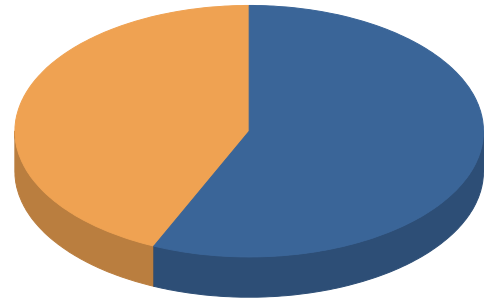
Expenses 11,195,445

Revenues 500

FTEs 143.00

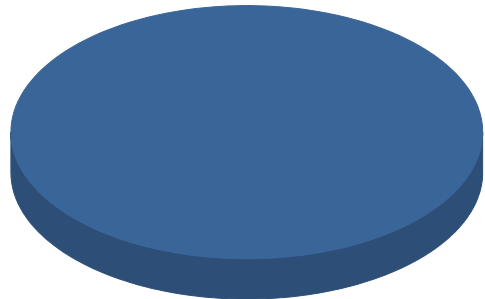
### Expenditures By Program

■ Assessor Statutory Mandates	56.76%
■ Administration	43.24%
Total:	100.00%



### Sources of All Funding

■ General Fund Support	100.00%
Total:	100.00%



#### Function Statement:

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

#### Mandates:

ARS Title 42: Taxation

## Department Summary by Program

Department: **Assessor**

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Administration	2,910,559	2,979,599	4,840,716
Assessor Statutory Mandates	4,638,944	6,698,557	6,354,729
<b>Total Expenditures</b>	<b><u>7,549,503</u></b>	<b><u>9,678,156</u></b>	<b><u>11,195,445</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Administration	440	500	500
<b>Total Revenues</b>	<b><u>440</u></b>	<b><u>500</u></b>	<b><u>500</u></b>
General Fund Support	7,549,063	9,677,656	11,194,945
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>7,549,503</u></b>	<b><u>9,678,156</u></b>	<b><u>11,195,445</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administration	19.00	30.00	47.00
Assessor Statutory Mandates	95.00	113.00	96.00
<b>Total Staffing (FTEs)</b>	<b><u>114.00</u></b>	<b><u>143.00</u></b>	<b><u>143.00</u></b>

## Program Summary

**Department:** Assessor

**Program:** Administration

### Function

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

### Description of Services

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

- Maintain a local area network system with current technologies
- Ensure the proper and timely performance of all functions mandated to the Assessor by Arizona Revised Statute (ARS) Title 42
- Provide web-based public access to data and records for valuation purposes, including but not limited to, values, classification, characteristics, maps, photographs, and sales

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Required ARS Title 42 statutory mandates are fulfilled	yes	yes	yes
Computer systems maintained and upgraded for most efficiency	yes	yes	yes

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,878,765	2,082,399	3,688,932
Operating Expenses	1,031,794	897,200	980,284
Capital Equipment > \$5,000	-	-	171,500
<b>Total Program Expenditures</b>	<b>2,910,559</b>	<b>2,979,599</b>	<b>4,840,716</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Miscellaneous Revenue	440	500	500
<b>Operating Revenue Sub-Total</b>	<b>440</b>	<b>500</b>	<b>500</b>
<b>General Fund Support</b>	2,910,119	2,979,099	4,840,216
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>2,910,559</b>	<b>2,979,599</b>	<b>4,840,716</b>

<b>Program Staffing FTEs</b>	<b>19.00</b>	<b>30.00</b>	<b>47.00</b>
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## Program Summary

**Department:** Assessor

**Program:** Assessor Statutory Mandates

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### 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 and to 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 and parcel files and create and maintain all taxing authority boundaries.

### Program Goals & Objectives

- Complete and deliver the assessment roll, Assessor's certificate, and property lists to the Clerk of the Board of Supervisors on or before December 20th of each year as required by Arizona Revised Statute (ARS) Title 42
  - Receive, process, and maintain applications for legislative valuation freezes for eligible seniors, exemptions for eligible widow/widower, and permanently disabled property owners as provided by law
  - Supply Arizona Department of Revenue with valuation data sufficient to receive an Authorization to Proceed letter in compliance with the equalization process
  - 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 on or before February 10th of the tax year as required by ARS Title 42
  - Notify property owners or purchaser of real property, the property's proposed full cash value and limited value, if applicable, to be used for assessment purposes on or before March 1st of the tax year as required by ARS Title 42
  - Identify all real property in the County subject to taxation and determine the full cash value of such property as of January 1st of the next 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 on or before February 10 of the tax year as required by ARS Title 42
  - Receive petitions to the Assessor for administrative review of valuations and respond to them no later than August 15th of the tax year as required by ARS Title 42
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Exemption and Legislative Freeze requests responded to	100%	100%	100%
Administrative Appeals, Notices of Errors, and Notices of Claims responded to	100%	100%	100%
Personal and real property valuations determined as of January 1st	yes	yes	yes
Notice of Values mailed for all personal and real property by March 1st	yes	yes	yes
Assessment roll and lists prepared and delivered by December 20th	yes	yes	yes
Values for levy limits, school districts, and truth in taxation rates prepared and transmitted by February 10th	yes	yes	yes
Compliance with equalization process	yes	yes	yes

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## Program Summary

Department: **Assessor**

Program: **Assessor Statutory Mandates**

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	4,498,308	6,532,602	5,918,979
Operating Expenses	140,636	165,955	435,750
<b>Total Program Expenditures</b>	<b><u>4,638,944</u></b>	<b><u>6,698,557</u></b>	<b><u>6,354,729</u></b>
<b>General Fund Support</b>	4,638,944	6,698,557	6,354,729
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b><u>4,638,944</u></b>	<b><u>6,698,557</u></b>	<b><u>6,354,729</u></b>
<b><u>Program Staffing FTEs</u></b>	<b>95.00</b>	<b>113.00</b>	<b>96.00</b>

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## BOARD OF SUPERVISORS

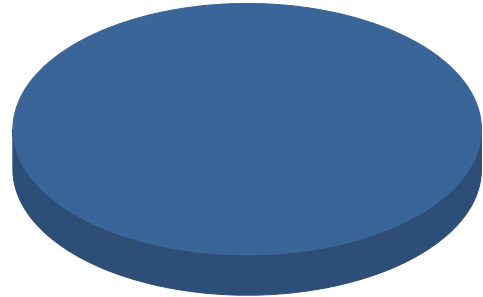
Expenses 2,820,953

Revenues -

FTEs 22.00

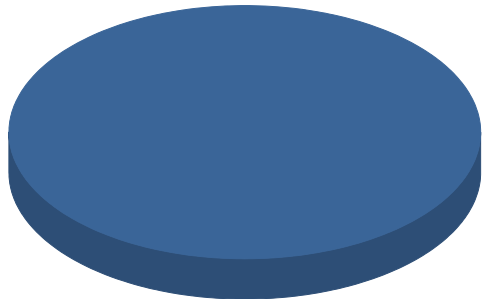
### Expenditures By Program

■ Board of Supervisors 100.00%  
Total: 100.00%



### Sources of All Funding

■ General Fund Support 100.00%  
Total: 100.00%



#### Function Statement:

Fulfill the duties and responsibilities set forth in the 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

## Department Summary by Program

Department: Board of Supervisors

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Board of Supervisors	2,373,097	2,662,830	2,820,953
<b>Total Expenditures</b>	<b><u>2,373,097</u></b>	<b><u>2,662,830</u></b>	<b><u>2,820,953</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Board of Supervisors	152	-	-
<b>Total Revenues</b>	<b><u>152</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
General Fund Support	2,372,945	2,662,830	2,820,953
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>2,373,097</u></b>	<b><u>2,662,830</u></b>	<b><u>2,820,953</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Board of Supervisors	21.60	21.00	22.00
<b>Total Staffing (FTEs)</b>	<b><u>21.60</u></b>	<b><u>21.00</u></b>	<b><u>22.00</u></b>

## Program Summary

**Department:** Board of Supervisors

**Program:** Board of Supervisors

### Function

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

### Description of Services

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

### Program Goals & Objectives

- Maintain a General Fund reserve at a minimum of five percent of General Fund revenues
- Adopt a balanced budget
- Manage growth in a way that provides maximum benefits to residents, minimizes future taxes, and achieves community and environmental goals
- Make economic development more effective, accountable, and regional
  - Continue supporting Sun Corridor Inc./JobPath
  - Partner with citizens to abate graffiti to protect neighborhoods and maintain quality of life

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Meetings required by statute held on time	yes	yes	yes
Balanced budget adopted	yes	yes	yes
Primary property tax levy adopted	\$358,487,504	\$375,861,572	\$392,781,054
Neutral primary tax levy as defined by Truth in Taxation statute adopted	no	no	no
General Fund reserve as a percentage of General Fund revenues	9%	7%	7%
County funding provided for graffiti abatement	yes	yes	yes

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	2,127,277	2,146,179	2,461,411
Operating Expenses	245,820	516,651	359,542
<b>Total Program Expenditures</b>	<b>2,373,097</b>	<b>2,662,830</b>	<b>2,820,953</b>

### Program Funding by Source

<b>Revenues</b>			
Miscellaneous Revenue	152	-	-
<b>Operating Revenue Sub-Total</b>	<b>152</b>	<b>-</b>	<b>-</b>
<b>General Fund Support</b>	<b>2,372,945</b>	<b>2,662,830</b>	<b>2,820,953</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Program Summary

Department: Board of Supervisors

Program: Board of Supervisors

Total Program Funding	<u>2,373,097</u>	<u>2,662,830</u>	<u>2,820,953</u>
<u>Program Staffing FTEs</u>	21.60	21.00	22.00

## CLERK OF THE BOARD

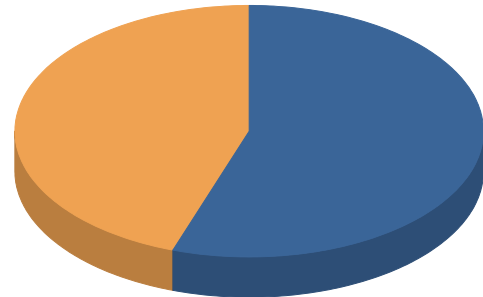
Expenses 1,871,616

Revenues 940

FTEs 19.00

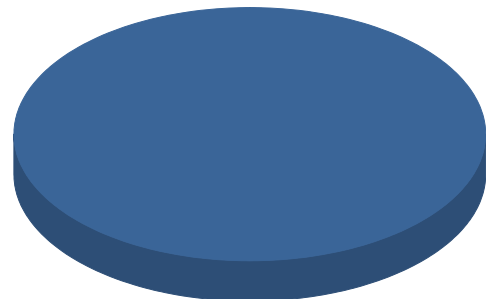
### Expenditures By Program

■ Administration Management	55.25%
■ Management of Information & Records	44.75%
Total:	100.00%



### Sources of All Funding

■ General Fund Support	99.95%
■ Department Revenue	0.05%
Total:	100.00%



#### Function Statement:

Record and publish all proceedings of the Board of Supervisors. 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 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:

Duties defined by law, rule, or order of the Board of Supervisors

## Department Summary by Program

Department: Clerk of the Board

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Administration Management	863,884	971,177	1,034,104
Management of Information & Records	752,538	773,195	837,512
<b>Total Expenditures</b>	<b><u>1,616,422</u></b>	<b><u>1,744,372</u></b>	<b><u>1,871,616</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Administration Management	338	70	940
<b>Total Revenues</b>	<b><u>338</u></b>	<b><u>70</u></b>	<b><u>940</u></b>
General Fund Support	1,616,084	1,744,302	1,870,676
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>1,616,422</u></b>	<b><u>1,744,372</u></b>	<b><u>1,871,616</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administration Management	8.00	10.00	10.00
Management of Information & Records	9.00	9.00	9.00
<b>Total Staffing (FTEs)</b>	<b><u>17.00</u></b>	<b><u>19.00</u></b>	<b><u>19.00</u></b>

## Program Summary

**Department:** Clerk of the Board

**Program:** Administration Management

### Function

Record and publish all proceedings of the Board of Supervisors. Preserve and file all accounts acted upon by the Board. 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/recording/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 pursuant to administrative procedures
- Process tax roll corrections as approved
- Create microfilm archive and special taxing districts permanent records
- Perform duties pursuant to Board action
- Perform duties within statutorily mandated deadlines

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Notices/agendas/minutes prepared and posted as statutorily required	100%	100%	100%
Tax roll corrections processed	100%	100%	100%
Public record process administered	100%	100%	100%
Special taxing districts permanent retention paper records microfilmed	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	650,723	710,474	726,085
Operating Expenses	213,161	260,703	308,019
<b>Total Program Expenditures</b>	<b>863,884</b>	<b>971,177</b>	<b>1,034,104</b>

### Program Funding by Source

<b>Revenues</b>			
Intergovernmental	325	50	900
Charges for Services	13	20	40
<b>Operating Revenue Sub-Total</b>	<b>338</b>	<b>70</b>	<b>940</b>
<b>General Fund Support</b>	863,546	971,107	1,033,164

## 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	<u>863,884</u>	<u>971,177</u>	<u>1,034,104</u>
<u>Program Staffing FTEs</u>	8.00	10.00	10.00



## Program Summary

**Department:** Clerk of the Board

**Program:** Management of Information & Records

### 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 and electronic 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

- Identify current levels of information governance maturity per ARMA standards, and compile strategy for addressing weaknesses and adherence gaps
- Integrate ITD electronic storage services with Management of Information and Records (MIR) record policies, to create seamless platform for proper management of social media, email, and mobile device generated public records
- Develop and conduct new refresher training course on proper records management for department coordinators and new staff
- 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

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Reduction in paper records stored	5%	7%	10%
ITD/MIR electronic data integration	5%	10%	15%
Ongoing survey of department compliance with ARMA information governance standards	10%	15%	20%
New training program implemented	80%	90%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	616,848	627,678	687,088
Operating Expenses	135,690	145,517	150,424
<b>Total Program Expenditures</b>	<b>752,538</b>	<b>773,195</b>	<b>837,512</b>
<b>General Fund Support</b>	752,538	773,195	837,512
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>752,538</b>	<b>773,195</b>	<b>837,512</b>

<b>Program Staffing FTEs</b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>
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## COUNTY ADMINISTRATOR

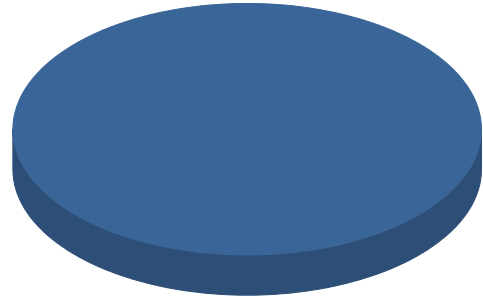
Expenses 6,137,798

Revenues -

FTEs 22.30

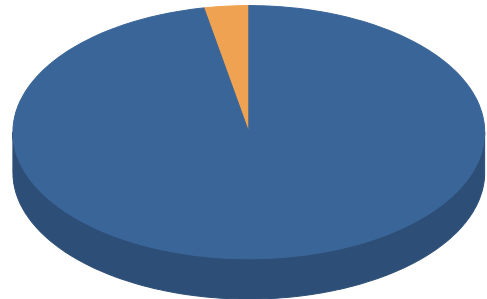
### Expenditures By Program

■ County Administrator 100.00%  
Total: 100.00%



### Sources of All Funding

■ General Fund Support 96.98%  
■ Operating Transfers In 3.02%  
Total: 100.00%



#### Function Statement:

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 legislative issues and intergovernmental needs. Provide recommendations and oversight for sustainable systemic reform efforts across Pima County's criminal justice system, including collaborative efforts with cities, state, and federal agencies, communities, and tribal communities.

#### Mandates:

None

## Department Summary by Program

Department: County Administrator

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
County Administrator	7,357,753	6,711,800	6,137,798
<b>Total Expenditures</b>	<b><u>7,357,753</u></b>	<b><u>6,711,800</u></b>	<b><u>6,137,798</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
County Administration - Non-Departmental	55	-	-
County Administrator	1,173,859	1,740,323	-
<b>Total Revenues</b>	<b><u>1,173,914</u></b>	<b><u>1,740,323</u></b>	<b><u>-</u></b>
General Fund Support	6,180,842	4,835,851	5,952,572
Net Operating Transfers In/(Out)	136,065	135,626	185,226
Fund Balance Decrease/(Increase)	(133,068)	-	-
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>7,357,753</u></b>	<b><u>6,711,800</u></b>	<b><u>6,137,798</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
County Administrator	16.55	19.55	22.30
<b>Total Staffing (FTEs)</b>	<b><u>16.55</u></b>	<b><u>19.55</u></b>	<b><u>22.30</u></b>

## Program Summary

**Department:** County Administrator

**Program:** County Administration - Non-Departmental

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**Function**

This program has been discontinued

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	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Investment Earnings	55	-	-
<b>Special Programs Revenue Sub-Total</b>	<b>55</b>	-	-
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	(55)	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	-	-	-

## Program Summary

**Department:** County Administrator

**Program:** County Administrator

### Function

Carry out the policies and attain goals established by the Board of Supervisors. Provide recommendations and oversight for sustainable systemic reform efforts across Pima County's criminal justice system, including collaborative efforts with cities, state, and federal agencies and communities, and tribal communities.

### Description of Services

Administer and oversee all non-elected official department operations. Provide management, coordination, and communications on all legislative issues and intergovernmental needs. Coordinate, prepare, and facilitate meetings to groups as assigned. Identify strategies that address the potential overuse or misuse of incarceration in the community. Identify and support goals that address disparate impacts to communities of color with the justice system. Identify and support opportunities to provide alternatives to incarceration for community members with mental health and substance abuse issues.

### Program Goals & Objectives

- Implement sustainable policies related to justice reform
  - Continue community engagement strategies to inform and guide reform policies
  - Support policy recommendations based on data and best practices
- Implement the Board of Supervisors' policies
  - Complete mandated reports
  - Review department budget requests and submit recommendations to the Board of Supervisors

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Board requests met	yes	yes	yes
Mandated reports completed	yes	yes	yes
Department budget requests reviewed	yes	yes	yes

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	3,196,100	2,358,988	3,437,097
Operating Expenses	3,856,263	4,277,812	2,625,701
Capital Equipment > \$5,000	305,390	75,000	75,000
<b>Total Program Expenditures</b>	<b>7,357,753</b>	<b>6,711,800</b>	<b>6,137,798</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Miscellaneous Revenue	1,006	-	-
<b>Operating Revenue Sub-Total</b>	<b>1,006</b>	<b>-</b>	<b>-</b>
Intergovernmental	498,144	1,247,809	-
Investment Earnings	8,443	-	-
Miscellaneous Revenue	666,266	492,514	-
<b>Grant Revenue Sub-Total</b>	<b>1,172,853</b>	<b>1,740,323</b>	<b>-</b>
<b>General Fund Support</b>	<b>6,180,842</b>	<b>4,835,851</b>	<b>5,952,572</b>
<b>Net Operating Transfers In/(Out)</b>	<b>136,065</b>	<b>135,626</b>	<b>185,226</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(133,013)</b>	<b>-</b>	<b>-</b>

## Program Summary

Department: County Administrator

Program: County Administrator

Other Funding Sources	-	-	-
Total Program Funding	<u>7,357,753</u>	<u>6,711,800</u>	<u>6,137,798</u>
Program Staffing FTEs	16.55	19.55	22.30

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## ELECTIONS

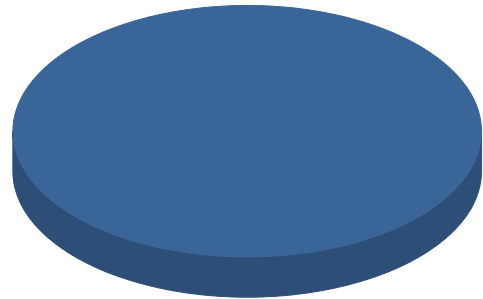
Expenses 6,904,216

Revenues 1,137,100

FTEs 44.75

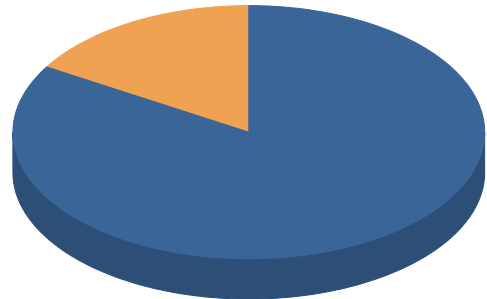
### Expenditures By Program

■ Elections 100.00%  
Total: 100.00%



### Sources of All Funding

■ General Fund Support 83.53%  
■ Department Revenue 16.47%  
Total: 100.00%



#### Function Statement:

Conduct fair, honest, and efficient elections pursuant to all federal and state laws and regulations. Provide election support to all jurisdictions (cities, towns, school districts, fire districts, and any other special districts within Pima County). Serve as the filing office for candidate nominations and campaign finance reports. Responsible for all reprecincting and redistricting as required by the Board of Supervisors. Conduct community outreach to the Hispanic and Native American communities. Provide assistance to ensure compliance with the Americans with Disabilities Act and the Voting Rights Act.

#### Mandates:

State statute (ARS 16-204) requires the administration of municipal non-partisan elections to be held simultaneously with the regular partisan primary election in 2014 and beyond. Per an opinion from the Arizona Attorney General (I13-011) the State will conduct bifurcated elections beginning in 2016-2017 to accommodate voters who used the National Voter Registration Act (NVRA) form to register to vote in Arizona. Voters who registered using the NVRA form and who do not provide proof of citizenship will be allowed to vote for federal offices only; not state or local races or questions

## Department Summary by Program

Department: Elections

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Elections	3,828,401	4,345,925	6,904,216
<b>Total Expenditures</b>	<b><u>3,828,401</u></b>	<b><u>4,345,925</u></b>	<b><u>6,904,216</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Elections	1,315,573	210,100	1,137,100
<b>Total Revenues</b>	<b><u>1,315,573</u></b>	<b><u>210,100</u></b>	<b><u>1,137,100</u></b>
General Fund Support	2,507,386	4,135,825	5,767,116
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	5,442	-	-
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>3,828,401</u></b>	<b><u>4,345,925</u></b>	<b><u>6,904,216</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Elections	65.50	35.25	44.75
<b>Total Staffing (FTEs)</b>	<b><u>65.50</u></b>	<b><u>35.25</u></b>	<b><u>44.75</u></b>

## Program Summary

**Department: Elections**

**Program: Elections**

### Function

Conduct fair, honest, and efficient elections pursuant to all federal and state laws and regulations. Provide election support to all jurisdictions (cities, towns, school districts, fire districts, and any other special districts within Pima County). Serve as the filing office for candidate nominations and campaign finance reports. Responsible for all reprecincting and redistricting as required by the Board of Supervisors (Board). Conduct community outreach to the Hispanic and Native American communities. Provide assistance to ensure compliance with the Americans with Disabilities Act (ADA) and the Voting Rights Act (VRA).

### 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 candidate nominations and for campaign finance reports. Responsible for redefining precincts and redistricting as required by the Board of Supervisors. Conduct community outreach to the Hispanic and Native American Communities. Provide assistance to ensure compliance with the ADA and VRA.

### Program Goals & Objectives

- Comply with all federal and state mandates concerning polling places meeting requirements for disabled and vision impaired voters
  - All polling places be accessible to the disabled and be ADA compliant
- Continue election integrity reform efforts
  - Continue to work with the commission to improve election procedures
- Work with the Arizona Secretary of State's and Pima County Recorder's offices to assure Uniformed and Overseas Citizens Absentee votes are being sent
  - Provide all voters with ballots as required by law and to ensure all County Citizens Ballots are sent
- To maintain a 2% variance or better in actual votes cast versus the hand count audit of votes
  - To independently verify the accuracy of the election equipment and the elections votes through a hand count audit
- 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 canvasses the election results
  - Pima County will continue to explore ways to improve the hand-count audit process
- Improve elections security with background checks and independent testing of systems, programs, and databases
  - Continue to test tabulation systems for accuracy and explore possible improved methods for auditing elections

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Percent of Uniformed and Overseas Citizens Absentee Voting Act ballots sent out	100%	100%	100%
Polling places ADA compliant	100%	100%	100%
Poll workers recruited, assigned, and trained	100%	100%	100%
Hand-count audits completed to verify computer tabulation	yes	yes	yes
Absolute percent difference between hand and machine counted votes for early votes is less than 2%	n/a	yes	yes
Monthly meeting participation with the Elections Integrity Committee	yes	yes	yes
Election databases released immediately after the Board canvasses an official election	yes	yes	yes
Early ballots received and counted tracked and displayed on the web	100%	100%	100%
Absolute percent difference between hand and machine counted votes for poll votes is less than 1%	n/a	yes	yes

## Program Summary

Department: Elections

Program: Elections

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	2,319,130	1,965,642	3,606,666
Operating Expenses	1,446,514	2,130,283	3,297,550
Capital Equipment > \$5,000	62,757	250,000	-
<b>Total Program Expenditures</b>	<b>3,828,401</b>	<b>4,345,925</b>	<b>6,904,216</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	1,246,327	57,000	891,000
Charges for Services	525	3,000	3,000
Miscellaneous Revenue	1,350	100	-
<b>Operating Revenue Sub-Total</b>	<b>1,248,202</b>	<b>60,100</b>	<b>894,000</b>
Intergovernmental	66,745	150,000	243,100
Investment Earnings	626	-	-
<b>Grant Revenue Sub-Total</b>	<b>67,371</b>	<b>150,000</b>	<b>243,100</b>
<b>General Fund Support</b>	<b>2,507,386</b>	<b>4,135,825</b>	<b>5,767,116</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>5,442</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>3,828,401</b>	<b>4,345,925</b>	<b>6,904,216</b>
<b><u>Program Staffing FTEs</u></b>	<b>65.50</b>	<b>35.25</b>	<b>44.75</b>

## FACILITIES MANAGEMENT

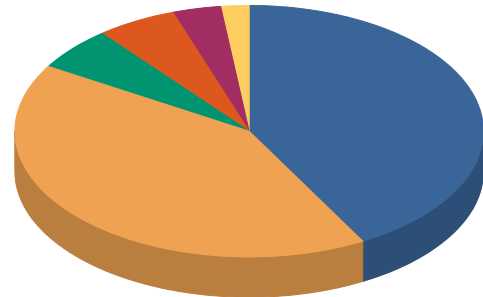
Expenses 51,232,117

Revenues 11,058,472

FTEs 206.00

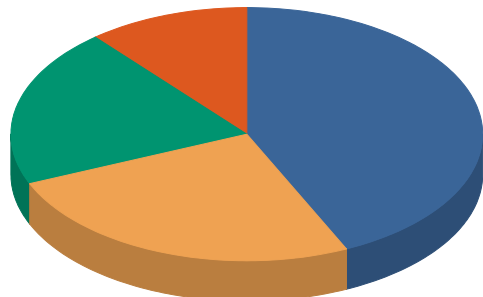
### Expenditures By Program

Facilities Renewal	42.04%
Building Services	41.48%
Parking Garages	5.71%
Administration	5.40%
Design & Construction Services	3.34%
FM Risk Management	2.03%
Total:	100.00%



### Sources of All Funding

General Fund Support	42.95%
Fund Balance Support	25.62%
Department Revenue	20.34%
Operating Transfers In	11.09%
Total:	100.00%



#### Function Statement:

Provide for well planned and well maintained Pima County government facilities through efficient and cost effective management, programs, and delivery of service. Perform new and remodel construction. Operate and manage Pima County's nine 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**

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Administration	2,740,353	2,720,784	2,767,719
Asset Management	3,223	-	-
Building Services	17,147,377	20,192,520	21,253,548
Design & Construction Services	953,306	1,080,886	1,710,676
Facilities Renewal	6,037,305	9,112,876	21,534,344
FM Risk Management	806,962	961,238	1,040,363
Parking Garages	2,480,417	2,885,663	2,925,467
<b>Total Expenditures</b>	<b><u>30,168,943</u></b>	<b><u>36,953,967</u></b>	<b><u>51,232,117</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Administration	10	-	-
Building Services	1,668,615	2,393,403	2,382,725
Facilities Renewal	5,984,912	6,482,269	6,349,502
FM Risk Management	142,848	127,676	127,676
Parking Garages	2,037,133	2,341,255	2,198,569
<b>Total Revenues</b>	<b><u>9,833,518</u></b>	<b><u>11,344,603</u></b>	<b><u>11,058,472</u></b>
General Fund Support	19,237,103	21,600,787	23,349,218
Net Operating Transfers In/(Out)	981,179	(15,633,877)	2,895,647
Fund Balance Decrease/(Increase)	117,143	19,642,454	13,928,780
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>30,168,943</u></b>	<b><u>36,953,967</u></b>	<b><u>51,232,117</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administration	19.00	21.00	20.00
Building Services	122.00	127.00	142.00
Design & Construction Services	21.00	21.00	28.00
FM Risk Management	9.00	9.00	9.00
Parking Garages	6.00	6.00	7.00
<b>Total Staffing (FTEs)</b>	<b><u>177.00</u></b>	<b><u>184.00</u></b>	<b><u>206.00</u></b>

## Program Summary

**Department: Facilities Management**

**Program: Administration**

### Function

Provide personnel, business, leasing, and clerical support services for Facilities Management.

### 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 financial and procurement support and reporting to other divisions
  - Process invoices within two days of receipt
  - Keep department asset inventory and current-asset inventory changes processed within one week
  - Process 100% of material and labor charges to other departments as appropriate every two weeks
- Provide administrative support to all divisions to ensure efficiency and productivity
  - PAFs turned in by deadline
  - Update employee records within three 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
  - Distribute Educational materials to 100% of departments

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
PAF's completed by deadline	100%	100%	100%
Employee records updated within three days of change	100%	100%	100%
Ensure accurate energy data monthly and notify users of potential for improvement	95%	95%	100%
Invoices processed within two days of receipt	97%	98%	98%
Asset inventory maintained, changes processed within one week	95%	98%	98%
Labor and material charges processed every two weeks	100%	98%	98%
Leases negotiated by deadlines set by management	n/a	99%	100%
Leases renewed prior to expiration dates	n/a	98%	100%
Legal instruments prepared by established deadlines	n/a	99%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,488,183	1,653,679	1,576,382
Operating Expenses	1,246,341	1,067,105	1,191,337
Capital Equipment > \$5,000	5,829	-	-
<b>Total Program Expenditures</b>	<b>2,740,353</b>	<b>2,720,784</b>	<b>2,767,719</b>

### Program Funding by Source

#### Revenues

Miscellaneous Revenue	10	-	-
<b>Operating Revenue Sub-Total</b>	<b>10</b>	<b>-</b>	<b>-</b>
<b>General Fund Support</b>	<b>2,740,343</b>	<b>2,720,784</b>	<b>2,767,719</b>

## Program Summary

Department: Facilities Management

Program: Administration

Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>2,740,353</u>	<u>2,720,784</u>	<u>2,767,719</u>
<u>Program Staffing FTEs</u>	19.00	21.00	20.00



## Program Summary

**Department:** Facilities Management

**Program:** Asset Management

### Function

Effective fiscal year 2021/22, the program was decentralized and reestablished under Administration and Building Services.

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Leases negotiated by deadlines set by management	99%	n/a	n/a
Leases renewed prior to expiration dates	99%	n/a	n/a
Legal instruments prepared by established deadlines	99%	n/a	n/a

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	2,125	-	-
Operating Expenses	1,098	-	-
<b>Total Program Expenditures</b>	<b>3,223</b>	<b>-</b>	<b>-</b>
<b>General Fund Support</b>	3,223	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>3,223</b>	<b>-</b>	<b>-</b>

## Program Summary

**Department: Facilities Management**

**Program: Building Services**

### Function

Conduct preventive maintenance, repairs, upgrades, replacements, and remodeling for Pima County buildings and facilities according to recommended schedules, including service requests for equipment, machinery, and facilities.

### Description of Services

Conduct 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

- 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
- 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 of receiving

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Procurement initiated within 48 hours of request	98%	98%	98%
Parts/materials installed within 48 hours of request	98%	98%	98%
Service requests responded to within 48 hours	99%	99%	100%
Equipment serviced annually	99%	99%	100%
Personnel originally scheduled for PM work continuing to do PM	98%	98%	98%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	5,211,408	6,622,284	7,867,881
Operating Expenses	11,774,189	13,570,236	13,385,667
Capital Equipment > \$5,000	161,780	-	-
<b>Total Program Expenditures</b>	<b>17,147,377</b>	<b>20,192,520</b>	<b>21,253,548</b>

### Program Funding by Source

<b>Revenues</b>			
Investment Earnings	3,078	-	-
Miscellaneous Revenue	1,604,068	2,243,403	2,382,725
<b>Operating Revenue Sub-Total</b>	<b>1,607,146</b>	<b>2,243,403</b>	<b>2,382,725</b>
Intergovernmental	61,469	150,000	-
<b>Grant Revenue Sub-Total</b>	<b>61,469</b>	<b>150,000</b>	<b>-</b>
<b>General Fund Support</b>	<b>15,540,231</b>	<b>17,799,117</b>	<b>18,870,823</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(61,470)</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>1</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Program Summary

Department: Facilities Management

Program: Building Services

Total Program Funding	17,147,377	20,192,520	21,253,548
Program Staffing FTEs	122.00	127.00	142.00

## 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. 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

Provide interior design services for all remodels, tenant improvements, and new construction, including architectural, interior, mechanical, electrical, plumbing, structural, and civil disciplines, by utilizing both in-house and outsourced professionals.

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.

### Program Goals & Objectives

- Provide a wide array of professional design services by using both in-house and outside consultants
  - Schedule interviews with clients within 10 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
- Provide comprehensive and up-to-date information and planning for all building square footage
  - 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 project (CIP) requirements
  - Prepare final reports to meet departmental budget submission requirements and the County's CIP requirements

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Client interviews scheduled within 10 days of receipt of project request	98%	99%	100%
Percent of interior design projects provided within agreed upon completion schedule	98%	98%	98%
Percent of building design projects/contract documents provided within agreed schedule	98%	98%	98%
Moving projects provided within agreed schedule	98%	98%	98%
Percent of projects completed within approved budget	98%	98%	98%
Percent of projects completed within 100% of agreed completion schedule	98%	98%	98%
Space inventory completed by fiscal year first quarter	98%	100%	100%
Space planning evaluations completed within two weeks of requests	100%	100%	100%
Project analyses completed within deadlines	99%	99%	100%
Bond Program requirements met	yes	yes	yes

## Program Summary

Department: Facilities Management

Program: Design & Construction Services

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	768,928	865,880	1,488,698
Operating Expenses	184,378	215,006	221,978
<b>Total Program Expenditures</b>	<b>953,306</b>	<b>1,080,886</b>	<b>1,710,676</b>
<b>General Fund Support</b>	953,306	1,080,886	1,710,676
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>953,306</b>	<b>1,080,886</b>	<b>1,710,676</b>
<b><u>Program Staffing FTEs</u></b>	<b>21.00</b>	<b>21.00</b>	<b>28.00</b>

## 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. These funds 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

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Facilities renewal approval plan completed	yes	yes	yes
Facilities repair/improvement projects completed	11	16	23

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	303,042	-	293,000
Operating Expenses	5,722,855	9,112,876	21,241,344
Capital Equipment > \$5,000	11,408	-	-
<b>Total Program Expenditures</b>	<b>6,037,305</b>	<b>9,112,876</b>	<b>21,534,344</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Charges for Services	-	-	28,258
Investment Earnings	169,442	100,000	30,000
Miscellaneous Revenue	5,815,470	6,382,269	6,291,244
<b>Special Programs Revenue Sub-Total</b>	<b>5,984,912</b>	<b>6,482,269</b>	<b>6,349,502</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	1,672,122	(15,000,000)	3,530,000
<b>Fund Balance Decrease/(Increase)</b>	(1,619,729)	17,630,607	11,654,842
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>6,037,305</b>	<b>9,112,876</b>	<b>21,534,344</b>

## Program Summary

**Department:** Facilities Management

**Program:** FM Risk Management

### Function

Operate and manage Pima County's Risk Management Safety and Loss Prevention, and the Environmental Liability and Property Programs.

### Description of Services

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.

### Program Goals & Objectives

- Ensure Pima County is in compliance with federal and state Occupational Safety and Health Administration (OSHA) regulations and standards
  - Oversee asbestos removal and provide other industrial hygiene services to departments for both general and specific environmental issues and liabilities
  - Identify County exposure to risk and recommend ways to decrease those risks
  - Participate in providing required OSHA and other safety and risk training to all applicable employees
  - Meet with 100% of the departments each year to discuss needed safety inspections and requirements
  - Prepare gap analysis reports for 100% of safety inspections
  - Ensure 100% of violations have been rectified
  - Ensure 100% of the safety and risk training offerings are provided
- Continue a zero citation goal countywide
  - 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)

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
ADOSH cited safety violations	0	0	0
Meet with all departments on safety needs at least annually and as needed	100%	100%	100%
Prepare gap analysis reports for safety inspections	100%	100%	100%
Follow-up with departments to ensure violations rectified	100%	100%	100%
Percent of offered safety and other risk training provided	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	570,653	666,749	708,325
Operating Expenses	226,672	284,823	327,097
Depreciation	9,637	9,666	4,941
<b>Total Program Expenditures</b>	<b>806,962</b>	<b>961,238</b>	<b>1,040,363</b>

### Program Funding by Source

<b>Revenues</b>			
Charges for Services	142,848	127,676	127,676
<b>Special Programs Revenue Sub-Total</b>	<b>142,848</b>	<b>127,676</b>	<b>127,676</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	664,114	833,562	912,687

## Program Summary

Department: Facilities Management

Program: FM Risk Management

Other Funding Sources	-	-	-
Total Program Funding	806,962	961,238	1,040,363
Program Staffing FTEs	9.00	9.00	9.00



## 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

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Replacement schedule updated	98%	98%	98%
Comprehensive parking records kept	100%	100%	100%
Daily cash reconciled and deposited with Treasurer's office	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	402,023	460,563	544,730
Operating Expenses	1,282,709	1,604,516	1,563,465
Capital Equipment > \$5,000	50,725	24,000	36,000
Contra Expense	(50,725)	-	(36,000)
Depreciation	795,685	796,584	817,272
<b>Total Program Expenditures</b>	<b>2,480,417</b>	<b>2,885,663</b>	<b>2,925,467</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Charges for Services	1,985,369	2,317,905	2,192,619
Investment Earnings	9,922	10,800	5,400
Miscellaneous Revenue	41,842	12,550	550
<b>Operating Revenue Sub-Total</b>	<b>2,037,133</b>	<b>2,341,255</b>	<b>2,198,569</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	<b>(629,473)</b>	<b>(633,877)</b>	<b>(634,353)</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>1,072,757</b>	<b>1,178,285</b>	<b>1,361,251</b>
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>2,480,417</b>	<b>2,885,663</b>	<b>2,925,467</b>

<b>Program Staffing FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>
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## FINANCE & RISK MANAGEMENT

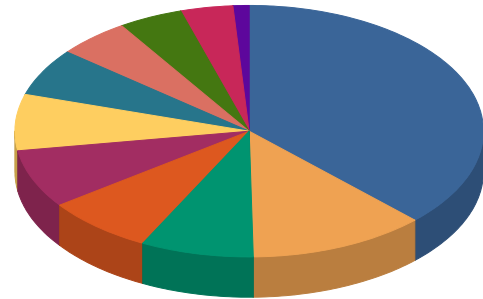
Expenses 27,955,809

Revenues 10,089,445

FTEs 163.48

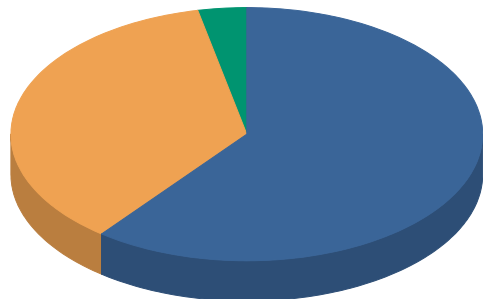
### Expenditures By Program

Risk Management	37.46%
Financial Operations	12.31%
Revenue Management	7.74%
Departmental Analysis	7.53%
Budget	7.39%
Administration	7.24%
Financial Control & Reporting	6.28%
Internal Audit - Procedures and Training	4.82%
Financial Transactions	4.45%
Financial Management	3.72%
Improvement Districts	1.06%
Total:	100.00%



### Sources of All Funding

General Fund Support	60.53%
Department Revenue	36.09%
Fund Balance Support	3.31%
Operating Transfers In	0.07%
Total:	100.00%



### Function Statement:

Plan, organize, direct, and manage the operation of the Department of Finance and Risk Management, in order to accomplish the following: process payroll and accounts payable; monitor risk factors affecting finances; prepare external and internal financial reports; prepare, coordinate and monitor County budgets; issue and administer the County's long term debt; coordinate mail services; perform internal audits; monitor and report on the capital improvement program; monitor cash position for all County departments; collect the County's non-tax, non-court imposed receivables; prepare tax levy and tax rate analysis; coordinate the tax assembly process; formation and collection functions of improvement districts; and assist departments with all accounting functions.

### 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

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Administration	1,980,523	2,301,198	2,025,198
Budget	1,784,688	1,867,051	2,066,751
Departmental Analysis	1,837,286	1,922,443	2,105,550
Financial Control & Reporting	1,432,582	1,625,192	1,754,817
Financial Management	984,295	1,009,182	1,038,925
Financial Operations	2,999,572	3,330,728	3,441,824
Financial Transactions	1,110,613	1,168,453	1,242,829
Improvement Districts	212,764	272,718	297,494
Internal Audit - Procedures and Training	-	-	1,346,278
Revenue Management	2,159,930	2,321,264	2,162,276
Risk Management	7,860,078	10,823,901	10,473,867
<b>Total Expenditures</b>	<b>22,362,331</b>	<b>26,642,130</b>	<b>27,955,809</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Administration	58,391	107,200	-
Budget	1	-	-
Financial Operations	12,733	16,000	16,000
Improvement Districts	249,120	272,718	297,217
Revenue Management	1,147	-	-
Risk Management	10,464,726	11,138,523	9,776,228
<b>Total Revenues</b>	<b>10,786,118</b>	<b>11,534,441</b>	<b>10,089,445</b>
General Fund Support	14,200,956	15,392,950	16,920,694
Net Operating Transfers In/(Out)	(614,955)	(49,980,000)	(49,980,000)
Fund Balance Decrease/(Increase)	(2,009,788)	(305,261)	(39,074,330)
Other Funding Sources	-	50,000,000	90,000,000
<b>Total Program Funding</b>	<b>22,362,331</b>	<b>26,642,130</b>	<b>27,955,809</b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administration	16.00	16.00	9.00
Budget	17.00	15.00	18.00
Departmental Analysis	22.00	21.00	23.00
Financial Control & Reporting	16.00	16.00	18.00
Financial Management	10.00	10.00	10.00
Financial Operations	29.00	29.48	30.48
Financial Transactions	13.00	12.00	14.00
Internal Audit - Procedures and Training	-	-	14.00

## Department Summary by Program

Revenue Management	28.00	26.00	23.00
Risk Management	4.00	5.00	4.00
<b>Total Staffing (FTEs)</b>	<b>155.00</b>	<b>150.48</b>	<b>163.48</b>

## Program Summary

**Department:** Finance & Risk Management

**Program:** Administration

### Function

Plan, organize, direct, and manage the operation of the Department of Finance & Risk Management.

### Description of Services

Oversee and provide administrative support for Pima County's financial reporting, budgeting, accounts payable, accounts receivable, payroll, and risk 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
  - Prepare debt packages for the underwriters to obtain the most advantageous interest rate possible for bond Certificates of Participation, Regional Wastewater Reclamation Department Obligations
  - Ensure department expenditures do not exceed funding sources
  - 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, selected department financial statements, loan agreements, and other reports and information, easily available by posting on the Internet
  - Create critical procedures easily available for departments by posting on the County intranet

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Special reports/analyses/investigations completed	2	2	2
Financial information and reports available on Internet	100%	100%	100%
Critical procedures available on intranet	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,237,291	1,558,855	1,032,683
Operating Expenses	743,232	742,343	992,515
<b>Total Program Expenditures</b>	<b>1,980,523</b>	<b>2,301,198</b>	<b>2,025,198</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Charges for Services	23,552	-	-
Miscellaneous Revenue	1	-	-
<b>Operating Revenue Sub-Total</b>	<b>23,553</b>	<b>-</b>	<b>-</b>
Investment Earnings	2,438	-	-
Miscellaneous Revenue	32,400	107,200	-
<b>Special Programs Revenue Sub-Total</b>	<b>34,838</b>	<b>107,200</b>	<b>-</b>
<b>General Fund Support</b>	<b>1,956,970</b>	<b>2,301,198</b>	<b>2,025,198</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(646,638)</b>	<b>-</b>	<b>-</b>

## Program Summary

Department: Finance & Risk Management

Program: Administration

<b>Fund Balance Decrease/(Increase)</b>	611,800	(107,200)	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<u><u>1,980,523</u></u>	<u><u>2,301,198</u></u>	<u><u>2,025,198</u></u>
<b><u>Program Staffing FTEs</u></b>	<b>16.00</b>	<b>16.00</b>	<b>9.00</b>

## Program Summary

**Department:** Finance & Risk Management

**Program:** Budget

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### Function

Develop and monitor Pima County's annual budget in compliance with statutory and regulatory requirements. Manage Pima County's annual property tax assembly process adhering to statutory requirements.

### Description of Services

Prepare the County budget in compliance with statutory and regulatory requirements, and produce the Requested, Recommended, Tentative, and Adopted Budget schedules and books, adhering to statutory deadlines. 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, in compliance with statutory and regulatory requirements, and prepare budgets for road maintenance and street lighting improvement districts. Work in conjunction with the Assessor's and Treasurer's offices to produce the property tax roll extension, and print and mail property tax statements to property owners, while adhering to statutory deadlines. Respond to taxpayer informational queries via the taxpayer telephone hotline.

### Program Goals & Objectives

- Prepare and publish County budget schedules and books adhering to statutory deadlines
    - Ensure budget schedules and books are produced by statutory deadlines
  - Publish a budget document that satisfies state and national award criteria for excellence in budgeting
    - Achieve rating of proficient or outstanding for each of the Government Finance Officers Association (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 and levies adhering to statutory deadlines
    - Tax statements are mailed an average of 10 days before the tax due date of October 1st
    - Convert 10% of property tax parcels (approximately 450,000) from printed statements to electronic statements
  - Prepare accurate budget projections
    - Prepare General Fund budget projections within 1% of year-end audited actual revenues and expenditures
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Budget schedules and books produced by due dates	100%	100%	100%
Variance percent of General Fund Fiscal year end expenditure projection vs Comprehensive Annual Financial Report actual	3	1	1
GFOA review criteria receiving a rating of proficient or outstanding	97%	100%	100%
GFOA Budget Presentation Award received	yes	yes	yes
Tax rates and levies compiled by statutory deadlines	100%	100%	100%
Days tax statements mailed prior to taxes due date of October 1st	7	7	10
Number of tax parcels converted to electronic property tax statements	7,308	8,500	9,500

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## Program Summary

Department: Finance & Risk Management

Program: Budget

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	1,424,048	1,394,112	1,595,722
Operating Expenses	360,640	472,939	471,029
<b>Total Program Expenditures</b>	<b><u>1,784,688</u></b>	<b><u>1,867,051</u></b>	<b><u>2,066,751</u></b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Miscellaneous Revenue	1	-	-
<b>Operating Revenue Sub-Total</b>	<b><u>1</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b>General Fund Support</b>	<b>1,784,687</b>	<b>1,867,051</b>	<b>2,066,751</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b><u>1,784,688</u></b>	<b><u>1,867,051</u></b>	<b><u>2,066,751</u></b>
<b><u>Program Staffing FTEs</u></b>	<b>17.00</b>	<b>15.00</b>	<b>18.00</b>

## Program Summary

Department: Finance & Risk Management

Program: Debt Service

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### 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, certificates of participation, and obligations.

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	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	(50,000,000)	(50,000,000)
<b>Fund Balance Decrease/(Increase)</b>	-	-	(40,000,000)
<b>Other Funding Sources</b>	-	50,000,000	90,000,000
<b>Total Program Funding</b>	-	-	-

## Program Summary

**Department:** Finance & Risk Management

**Program:** Departmental Analysis

### Function

Develop departments' budgets, and monitor their operational expenditures, provide financial analysis, and support Pima County departments.

### Description of Services

Assist departments with annual budget preparation. Analyze revenue and expenditures for budget compliance, correcting entries, and trend analysis. Assist departments with revenue and expenditure projections, and variance explanations. Provide departments with functional monthly and periodic financial reports to improve operational planning, internal controls, and monitoring. Provide departments with research assistance on other finance related issues as requested. Provide training and guidance on budgeting concepts to internal and external departments.

### Program Goals & Objectives

- Provide timely and accurate financial information, education, and support to department management and other users
  - Develop and submit 32 supported departments annual budget requests by required due date
  - Prepare and submit year end operating expense and revenue revised budget to actual projections within a 10% accuracy level
- Provide financial analysis by providing new tools through innovation and queries
  - Develop five new reporting tools for departments to use to manage their operations

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Annual budget requests submitted by due date	30	31	32
Percent of year-end projections accuracy rate	7%	10%	10%
Number of new reporting tools developed	5	5	5

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,755,851	1,833,999	2,019,815
Operating Expenses	81,435	88,444	85,735
<b>Total Program Expenditures</b>	<b>1,837,286</b>	<b>1,922,443</b>	<b>2,105,550</b>
<b>General Fund Support</b>	1,837,286	1,922,443	2,105,550
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>1,837,286</b>	<b>1,922,443</b>	<b>2,105,550</b>

<b>Program Staffing FTEs</b>	<b>22.00</b>	<b>21.00</b>	<b>23.00</b>
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## Program Summary

**Department:** Finance & Risk Management

**Program:** Financial Control & Reporting

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### Function

Perform centralized financial reporting and accounting/finance functions for County departments and funds. Monitor compliance with Generally Accepted Accounting Principles (GAAP), policies, procedures, and federal, state, and County laws and regulations. Serve as a centralized point of coordination and contact for County financial and compliance audits.

### Description of Services

Monitor financial activity of County funds and departments. Prepare and review interim and year-end financial statements for departments and funds, including the County's Comprehensive Annual Financial Report (CAFR), ensuring that all financial statements are in compliance with GAAP. Monitor and implement all applicable Governmental Accounting Standards Board pronouncements. Prepare and file external and internal annual financial reports (e.g. Annual Expenditure Limitation Report, landfill assurance letter, underground storage tank assurance letter, special districts reports, and the indirect cost allocation report). Present interim and year-end financial statements to departments and internal boards of directors/trustees. Respond to management's requests for financial analyses and reports.

### Program Goals & Objectives

- 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 CAFR and receive the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting to ensure that taxpayers are provided with financial statements that meet or exceed 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
  - Deliver a cost allocation methodology that provides balances to be used for charging overhead costs to County departments
    - Calculate and issue an indirect cost allocation for internal use in quantifying overhead charges in a timely manner, for incorporation into departmental budgets
    - Provide financial information for decision making, budgets, policies, and procedures
  - Inform the Board of Directors and Trustees of the financial status of individual funds on a regular basis
    - Provide quarterly presentations of financial statements to the Health Benefits Trust, and Wireless Integrated Network oversight boards
    - Provide an annual presentation of financial statements to the Self Insurance Trust oversight board
  - Provide an audited financial status of individual funds in a timely manner, and at a high professional standard for the Board of Supervisors, Department Directors, and fund oversight boards
    - Complete and issue the year-end independent financial audits for the Health Benefits Trust, the Regional Wastewater Reclamation Department, Development Services, Self-Insurance Trust, Stadium District, and the Wireless Integrated Network, in a timely manner
    - Provide financial information for decision making, budgets, policies, and procedures
- 

Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
GFOA Certificate of Achievement for Excellence in Financial Reporting received	1	1	1
Number of individual audited annual financial statements completed and issued in a timely manner	6	6	6
Number of presentations given to Boards of Directors and Trustees of individual funds	8	8	8

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## Program Summary

Department: Finance & Risk Management

Program: Financial Control & Reporting

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	1,233,681	1,427,809	1,551,609
Operating Expenses	198,901	197,383	203,208
<b>Total Program Expenditures</b>	<b><u>1,432,582</u></b>	<b><u>1,625,192</u></b>	<b><u>1,754,817</u></b>
<b>General Fund Support</b>	1,432,582	1,625,192	1,754,817
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b><u>1,432,582</u></b>	<b><u>1,625,192</u></b>	<b><u>1,754,817</u></b>
<b><u>Program Staffing FTEs</u></b>	<b>16.00</b>	<b>16.00</b>	<b>18.00</b>

## Program Summary

**Department:** Finance & Risk Management

**Program:** Financial Management

### Function

Perform centralized cash analysis function for Pima County departments, perform the County's debt management function in compliance with U.S. Securities and Exchange Commission rules, review and report on the County's Capital Improvement Program according to the Truth in Bonding Code.

### Description of Services

Review and analyze County cash position, manage the long term debt program, and review and report on the County's CIP program.

### Program Goals & Objectives

- Monitor and reconcile cash position of County, and prepare and analyze monthly cash flow components for the major County departments, to include preparing cash flow statements, and discussion of analysis performed on cash position
- Prepare debt packages for the underwriters to obtain the most advantageous interest rate possible for debt issued
  - Comply with continuing disclosure agreement terms for all outstanding debt issues in order to maintain current bond ratings
- Report on the Capital Improvement Program by providing information to County Management and the public regarding the CIP program, to include semi-annual reports on the County's bond program

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Number of departments for which cash flow statements were prepared	16	16	16
Debt Packages prepared - number of debt issues	5	3	3
County bond ratings maintained at AA- through AAA	1	1	1
Bond Update Reports prepared - number of reports issued	2	2	2

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	950,704	967,767	1,001,429
Operating Expenses	33,591	41,415	37,496
<b>Total Program Expenditures</b>	<b>984,295</b>	<b>1,009,182</b>	<b>1,038,925</b>
<b>General Fund Support</b>	984,295	1,009,182	1,038,925
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>984,295</b>	<b>1,009,182</b>	<b>1,038,925</b>

<b>Program Staffing FTEs</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>
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## Program Summary

**Department:** Finance & Risk Management

**Program:** Financial Operations

### Function

Responsible for processing payroll and accounts payable functions for Pima County. Oversee the delivery of United States Postal Service (USPS) mail, post outgoing USPS mail, handle all interoffice mail to/from County departments, and maintain financial support documents.

### Description of Services

Issue accurate and timely disbursement of vendor payments that is consistent with regulatory requirements, as well as contractual obligations. Provide payroll compensation to the employees of Pima County government on a bi-weekly basis. 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 accurate and timely payments and/or information to vendors and employees
  - Liabilities are relieved by goods, services, and labor provided, within stated terms
- Provide outstanding customer service
  - Respond to payroll emails and voicemails within a 48-hour time frame
  - Respond to accounts payable emails and voicemails within a 24-hour time frame
- Provide accurate and timely payments to vendors and employees
  - Disburse County funds based on defined labor protocols and contracts/awards
- Meet statutory deadlines for payroll and accounts payable
  - Work with third party vendor on balancing and approving standard government quarterly and year-end tax reports
  - Validate data necessary for vendors to submit to employees W-2 documents by federal due dates
  - Prepare and submit to vendors 1099 forms meeting federal due dates
  - Prepare and file monthly state use tax report and issue payment to state

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Average number of outstanding emails and voice messages responded to after designated time period stated	0	0	0
Financial accounts reviewed to ensure balances are reduced or eliminated	yes	yes	yes
Review and audit of all reports filed, review reports associated with W-2s and 1099s	yes	yes	yes
Timely payments to employees and vendors	yes	yes	yes

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,866,319	2,008,741	2,178,289
Operating Expenses	1,133,253	1,321,987	1,263,535
<b>Total Program Expenditures</b>	<b>2,999,572</b>	<b>3,330,728</b>	<b>3,441,824</b>

### Program Funding by Source

<b>Revenues</b>			
Miscellaneous Revenue	12,733	16,000	16,000
<b>Operating Revenue Sub-Total</b>	<b>12,733</b>	<b>16,000</b>	<b>16,000</b>
<b>General Fund Support</b>	2,986,839	3,314,728	3,425,824
<b>Net Operating Transfers In/(Out)</b>	-	-	-

## Program Summary

Department: Finance & Risk Management

Program: Financial Operations

Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>2,999,572</u>	<u>3,330,728</u>	<u>3,441,824</u>
<u>Program Staffing FTEs</u>	29.00	29.48	30.48



## Program Summary

**Department:** Finance & Risk Management

**Program:** Financial Transactions

### Function

Manage user access, application security, and system interfaces. Validate application enhancements and interface transactions. Maintain the organizational structure and system integrity for Advantage, Performance Budgeting, Maximo, and other County finance-related systems.

### Description of Services

Act as the functional and security system administrator of 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, and assist users with processing rejected transactions caused by data entry errors.

### Program Goals & Objectives

- Perform functional system administration activities for Advantage, Performance Budgeting, Maximo, and other Pima County finance-related systems
  - Process all approved functional application configuration changes, approved security role change management requests, Chart of Account changes, and approved security access forms, within two business days
- Provide customer service through data mining & data analysis to all county employees as requested utilizing Structured Query Language and other data related tools
  - Address all customer system related issues as reported, customer data analysis requests, and customer data mining requests, within two business days

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Application configurations processed within two business days	100%	100%	100%
Chart of Account changes processed within two business days	100%	100%	100%
Security access form changes processed within two business days	100%	100%	100%
Reported system related issues addressed	100%	100%	100%
Data analysis requests completed within two days	100%	98%	100%
Data mining requested completed within two days	100%	98%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,073,041	1,119,323	1,198,063
Operating Expenses	37,572	49,130	44,766
<b>Total Program Expenditures</b>	<b>1,110,613</b>	<b>1,168,453</b>	<b>1,242,829</b>
<b>General Fund Support</b>	1,110,613	1,168,453	1,242,829
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>1,110,613</b>	<b>1,168,453</b>	<b>1,242,829</b>

<b>Program Staffing FTEs</b>	<b>13.00</b>	<b>12.00</b>	<b>14.00</b>
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## Program Summary

**Department:** Finance & Risk Management

**Program:** Improvement Districts

### Function

Calculate the cost of purchasing energy and maintenance services for 21 street lighting improvement districts and one street improvement district, for the purpose of taxing district property owners to fund district activities.

### Description of Services

Purchase energy for street lighting districts and maintenance services for street improvement district, paid through the levy of ad valorem tax on property in the respective districts.

Note: Prior to fiscal year 2018/19, street lighting improvement districts and street improvement districts were accounted for in Agency spending. Beginning in fiscal year 2018/19, these expenditures and revenues are included in the County budget as Special Revenue Funds.

### Program Goals & Objectives

- Accurately calculate districts' funding needs and collect tax revenues accordingly

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Transactions accurately recorded	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Operating Expenses	212,764	272,718	297,494
<b>Total Program Expenditures</b>	<b>212,764</b>	<b>272,718</b>	<b>297,494</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Property Taxes	248,410	272,718	297,217
Intergovernmental	78	-	-
Investment Earnings	632	-	-
<b>Operating Revenue Sub-Total</b>	<b>249,120</b>	<b>272,718</b>	<b>297,217</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	(26,016)	-	-
<b>Fund Balance Decrease/(Increase)</b>	(10,340)	-	277
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>212,764</b>	<b>272,718</b>	<b>297,494</b>

## Program Summary

**Department:** Finance & Risk Management

**Program:** Internal Audit - Procedures and Training

### Function

The Internal Audit - Procedures and Training division was created in fiscal year 2021/22 and is responsible for examining and evaluating County activities for the Board of Supervisors and County management, and furnishing them with analysis, recommendations, and information concerning the activities reviewed. Additionally, this division writes procedures and creates related training to assist County management with the implementation of County financial policies and to inform County staff of the accepted best practices for completing tasks within the various financial systems.

### Description of Services

Internal Audit - Procedures and Training provides services that include but are not limited to: reviewing selected activities of departments to determine whether they are efficiently and effectively carrying out their functions; determining the adequacy and effectiveness of the County systems of internal accounting, administrative, and operating controls; participating in reviewing planning, design, development, implementation, and operation of major computer-based systems; providing adequate follow-up reviews of recommendations to ensure that acceptable corrective action is taken; and developing, updating, and providing financial policies, procedures, and related training.

### Program Goals & Objectives

- Internal Audit - Procedures and Training Goals & Objectives
  - To provide excellent customer service
  - To provide accurate findings and recommendations resulting from any consultations, reviews, or audits to department management and County administration
  - To provide follow-up reviews to ensure acceptable corrective action is taken to address all the concerns identified during previous reviews
  - To develop and update finance-related policies, procedures, and training

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Audit, Reviews, and consultations completed	n/a	n/a	15
Develop, update, and publish financially-related policies and procedures	n/a	n/a	100%
Critical procedures available on Intranet or procedures manual	n/a	n/a	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	-	-	1,262,919
Operating Expenses	-	-	83,359
<b>Total Program Expenditures</b>	<b>-</b>	<b>-</b>	<b>1,346,278</b>
<b>General Fund Support</b>	<b>-</b>	<b>-</b>	<b>1,346,278</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>-</b>	<b>-</b>	<b>1,346,278</b>

<b>Program Staffing FTEs</b>	<b>-</b>	<b>-</b>	<b>14.00</b>
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## Program Summary

**Department: Finance & Risk Management**

**Program: Revenue Management**

### Function

Responsible for increasing Pima County's revenues through improved efficiency and collections, as well as assisting 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.

### 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 time frame
  - Prompt revenue posting to applicable departments
- Ensure all monthly, quarterly, and annual reports are compiled accurately and completed by due dates
  - Provide monthly, quarterly, and annual reports to ensure progress is made on collection of accounts receivables and other revenues received
  - Provide status of collections and report to outside agencies as required

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Invoices processed accurately and timely	yes	yes	yes
Deposits are processed within 48-hour time frame	93%	95%	95%
Reporting is accurate and completed by due dates	95%	100%	100%
Audits, reviews, and consultations completed	11	30	30

<b>Program Expenditures by Object</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
Personnel Services	1,957,093	2,034,054	1,810,281
Operating Expenses	202,837	300,649	351,995
Capital Equipment > \$5,000	-	(13,439)	-
<b>Total Program Expenditures</b>	<b>2,159,930</b>	<b>2,321,264</b>	<b>2,162,276</b>

### Program Funding by Source

<b>Revenues</b>			
Investment Earnings	1,147	-	-
<b>Special Programs Revenue Sub-Total</b>	<b>1,147</b>	<b>-</b>	<b>-</b>
<b>General Fund Support</b>	<b>2,107,684</b>	<b>2,184,703</b>	<b>1,914,522</b>
<b>Net Operating Transfers In/(Out)</b>	<b>450,000</b>	<b>20,000</b>	<b>20,000</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(398,901)</b>	<b>116,561</b>	<b>227,754</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>2,159,930</b>	<b>2,321,264</b>	<b>2,162,276</b>

<b>Program Staffing FTEs</b>	<b>28.00</b>	<b>26.00</b>	<b>23.00</b>
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## Program Summary

**Department: Finance & Risk Management**

**Program: Risk Management**

### Function

Direct the Risk Management program for Pima County, Regional Flood Control, Stadium, and Library Districts, including insurance procurement, trust fund management, and risk analysis. 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.

Note: Finance Risk Management went through a reorganization during fiscal year 2018/2019. Safety and Loss Prevention, Environmental Liability and Property, and Training can be found within Facilities Management Risk Management. Occupational Safety Health Programs, Workers' Compensation, and Unemployment can be found within Human Resources Risk Management. The vehicle GPS program can be found in Fleet Services.

### Program Goals & Objectives

- Reduce accident frequency by reviewing driving incidents to determine preventability, and identifying training needs by department and Driver Accident Committee
  - Seek payment for damages to County assets caused by other parties
- Review Certificates of Insurance for adherence to procurement contract requirement
  - Assure that County assets are protected by insurance
- Review all Vehicle Loss Forms for potential liability and claims
  - Provide timely response to third party claimants
  - Provide timely review to Fleet Services to expedite County vehicle inspections and repairs

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Driver Accident Committee reviewed motor vehicle accidents	100%	100%	100%
Certificates of insurance entered into Origami and reviewed	100%	100%	100%
Vehicle loss forms entered into Origami and reviewed	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	730,759	1,228,403	674,325
Operating Expenses	7,129,319	9,595,498	9,799,542
<b>Total Program Expenditures</b>	<b>7,860,078</b>	<b>10,823,901</b>	<b>10,473,867</b>

### Program Funding by Source

<b>Revenues</b>			
Charges for Services	9,998,690	9,638,523	9,181,205
Investment Earnings	442,283	1,500,000	595,023
Miscellaneous Revenue	23,753	-	-
<b>Special Programs Revenue Sub-Total</b>	<b>10,464,726</b>	<b>11,138,523</b>	<b>9,776,228</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	(392,301)	-	-

## Program Summary

Department: Finance & Risk Management

Program: Risk Management

Fund Balance Decrease/(Increase)	(2,212,347)	(314,622)	697,639
Other Funding Sources	-	-	-
Total Program Funding	<u>7,860,078</u>	<u>10,823,901</u>	<u>10,473,867</u>
Program Staffing FTEs	4.00	5.00	4.00

## FINANCE CONTINGENCY

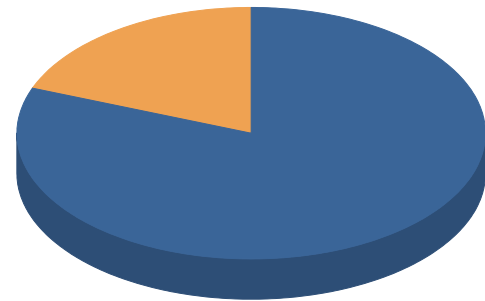
Expenses 312,226,329

Revenues 250,000,000

FTEs -

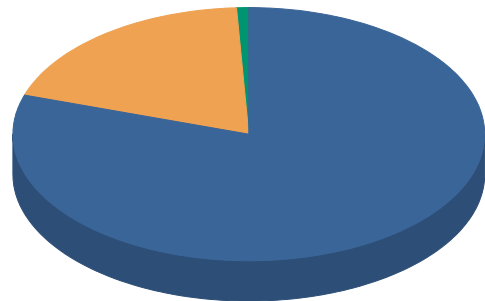
### Expenditures By Program

■ FNC Grants Contingency	80.96%
■ Contingency	19.04%
Total:	100.00%



### Sources of All Funding

■ Department Revenue	80.07%
■ General Fund Support	19.04%
■ Fund Balance Support	0.86%
■ Operating Transfers In	0.03%
Total:	100.00%



### Function Statement:

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.

### Mandates:

None

## Department Summary by Program

Department: Finance Contingency

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Contingency	2,267,605	56,482,717	59,443,499
FNC Grants Contingency	87,865	350,987,905	252,782,830
<b>Total Expenditures</b>	<b>2,355,470</b>	<b>407,470,622</b>	<b>312,226,329</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Contingency	1,406,591	-	-
FNC Grants Contingency	330,489	350,000,000	250,000,000
<b>Total Revenues</b>	<b>1,737,080</b>	<b>350,000,000</b>	<b>250,000,000</b>
General Fund Support	1,291,378	56,065,217	59,443,499
Net Operating Transfers In/(Out)	(304,187)	597,500	100,000
Fund Balance Decrease/(Increase)	(368,801)	807,905	2,682,830
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>2,355,470</b>	<b>407,470,622</b>	<b>312,226,329</b>
<b><u>Staffing (FTEs) by Program</u></b>			
<b>Total Staffing (FTEs)</b>			



## Program Summary

**Department: Finance Contingency****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 fiscal year within various detail funds. The Budget Stabilization Fund was established to address potential deficits and tentative funding needs in Pima County departments. The Property Tax Stabilization Special Revenue Fund was established in fiscal year 2006/07 to provide for future stabilization of the primary and combined property tax rates. The Tax Reduction and Debt Retirement Fund was established to reduce cash flow borrowing, and to reduce or offset future property tax rate increases. Carryover items and unreserved contingency funding are also reflected in this program.

**Program Goals & 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 \$41,177,804

The Budget Stabilization Fund provides for the following expenditures:

Emergency Reserve Fund	10,000,000
Affordable Housing	5,000,000
Juvenile Corrections State Cost Shift	1,726,000
General Contingency	1,039,695
Education Reimbursement Program	500,000
	<u><u>18,265,695</u></u>

**Program Performance Measures**

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Monthly accounting reconciliations performed	12	12	12
Status report updated for each transaction	yes	yes	yes

**Program Expenditures by Object**

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
Operating Expenses	2,267,605	56,482,717	59,443,499
<b>Total Program Expenditures</b>	<u><u>2,267,605</u></u>	<u><u>56,482,717</u></u>	<u><u>59,443,499</u></u>

**Program Funding by Source**

<b>Revenues</b>			
Investment Earnings	195,617	-	-
Miscellaneous Revenue	1,210,974	-	-
<b>Operating Revenue Sub-Total</b>	<u><u>1,406,591</u></u>	-	-
<b>General Fund Support</b>	1,291,378	56,065,217	59,443,499
<b>Net Operating Transfers In/(Out)</b>	(430,364)	417,500	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<u><u>2,267,605</u></u>	<u><u>56,482,717</u></u>	<u><u>59,443,499</u></u>

## Program Summary

**Department:** Finance Contingency  
**Program:** FNC Grants Contingency

### Function

Provide budget capacity for emergency or unforeseen grant needs that may arise during the year.

### Description of Services

Provide budget capacity for emergency or unforeseen grant needs that may arise during the year.

Note: Beginning in fiscal year 2019/20, Grants Contingency is no longer a part of Finance & Risk Management. Contingency and Grants Contingency are now their own department, Finance Contingency.

### Program Goals & Objectives

- Provide the timely processing of grant contingency requests for budget capacity for emergency or unforeseen grant needs

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Number of grants requesting budget capacity	26	23	30

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Operating Expenses	87,865	350,987,905	252,782,830
<b>Total Program Expenditures</b>	<b>87,865</b>	<b>350,987,905</b>	<b>252,782,830</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Intergovernmental	-	350,000,000	250,000,000
Investment Earnings	330,291	-	-
Miscellaneous Revenue	198	-	-
<b>Grant Revenue Sub-Total</b>	<b>330,489</b>	<b>350,000,000</b>	<b>250,000,000</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	126,177	180,000	100,000
<b>Fund Balance Decrease/(Increase)</b>	(368,801)	807,905	2,682,830
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>87,865</b>	<b>350,987,905</b>	<b>252,782,830</b>

## FINANCE DEBT SERVICE

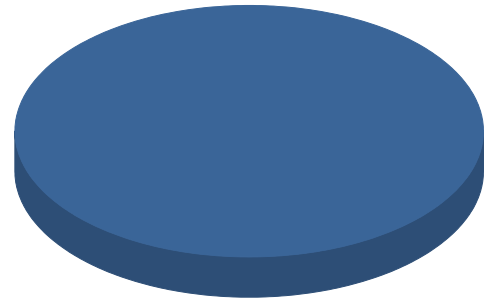
Expenses 99,266,568

Revenues 32,541,998

FTEs -

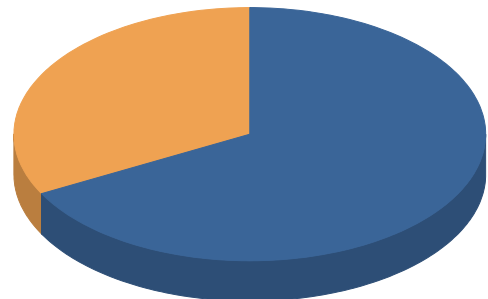
### Expenditures By Program

■ Debt Service	100.00%
Total:	100.00%



### Sources of All Funding

■ Operating Transfers In	67.13%
■ Department Revenue	32.78%
■ Fund Balance Support	0.09%
Total:	100.00%



#### Function Statement:

Account for the accumulation of resources for the payment of general long term debt principal and interest.

#### Mandates:

None

## Department Summary by Program

Department: Finance Debt Service

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Debt Service	121,708,128	109,492,831	99,266,568
<b>Total Expenditures</b>	<b><u>121,708,128</u></b>	<b><u>109,492,831</u></b>	<b><u>99,266,568</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Debt Service	48,303,322	43,942,435	32,541,998
<b>Total Revenues</b>	<b><u>48,303,322</u></b>	<b><u>43,942,435</u></b>	<b><u>32,541,998</u></b>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	6,873,237	62,689,505	66,633,275
Fund Balance Decrease/(Increase)	(22,444,765)	2,860,891	91,295
Other Funding Sources	88,976,334	-	-
<b>Total Program Funding</b>	<b><u>121,708,128</u></b>	<b><u>109,492,831</u></b>	<b><u>99,266,568</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
<b>Total Staffing (FTEs)</b>			

## Program Summary

**Department:** Finance Debt Service

**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

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Transactions accurately recorded	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Operating Expenses	54,733,175	37,976,139	43,798,978
Debt Service	66,974,953	71,516,692	55,467,590
<b>Total Program Expenditures</b>	<b>121,708,128</b>	<b>109,492,831</b>	<b>99,266,568</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Property Taxes	47,928,609	43,459,281	32,354,669
Intergovernmental	13,471	-	-
Investment Earnings	353,442	483,154	187,329
Miscellaneous Revenue	7,800	-	-
<b>Operating Revenue Sub-Total</b>	<b>48,303,322</b>	<b>43,942,435</b>	<b>32,541,998</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	6,873,237	62,689,505	66,633,275
<b>Fund Balance Decrease/(Increase)</b>	(22,444,765)	2,860,891	91,295
<b>Other Funding Sources</b>	88,976,334	-	-
<b>Total Program Funding</b>	<b>121,708,128</b>	<b>109,492,831</b>	<b>99,266,568</b>

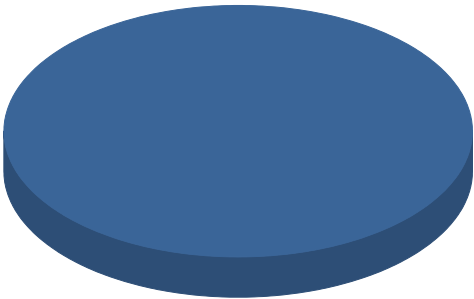
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FINANCE GENERAL GOVERNMENT REVENUE

Expenses	<u>100,000</u>	Revenues	<u>614,489,885</u>	FTEs	<u>-</u>
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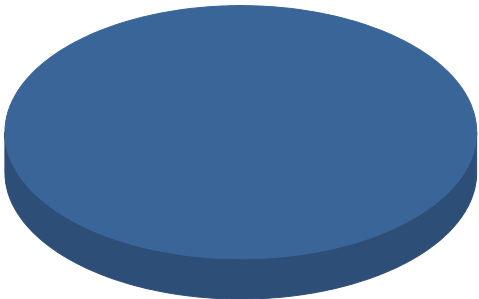
Expenditures By Program

■ General Government Revenues	100.00%
Total:	100.00%



Sources of All Funding

■ Department Revenue	99.87%
■ Operating Transfers In	0.13%
Total:	100.00%



Function Statement:

Record all revenues associated with the General Fund that are not generated by specific departments.

Mandates:

None

## Department Summary by Program

Department: Finance General Government Revenue

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
General Government Revenues	32,981	123,000	100,000
<b>Total Expenditures</b>	<b>32,981</b>	<b>123,000</b>	<b>100,000</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
General Government Revenues	580,699,256	574,643,800	614,489,885
<b>Total Revenues</b>	<b>580,699,256</b>	<b>574,643,800</b>	<b>614,489,885</b>
General Fund Support	(555,479,128)	(495,551,304)	(513,280,135)
Net Operating Transfers In/(Out)	(25,187,147)	(78,969,496)	(101,109,750)
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>32,981</b>	<b>123,000</b>	<b>100,000</b>
<b><u>Staffing (FTEs) by Program</u></b>			
<b>Total Staffing (FTEs)</b>			



## Program Summary

**Department:** Finance General Government Revenue

**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 Pima 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 Transfer Out.)

**Program Goals & Objectives**

- Provide timely and accurate revenue information to County management
- Ensure that earned revenues are actually received

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Revenue status reports produced	12	12	12

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Operating Expenses	32,981	123,000	100,000
<b>Total Program Expenditures</b>	<b>32,981</b>	<b>123,000</b>	<b>100,000</b>

<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Property Taxes	365,899,331	379,653,403	395,550,170
Licenses & Permits	3,888,460	3,200,000	3,200,000
Intergovernmental	192,827,488	172,134,000	196,769,000
Charges for Services	17,397,834	19,260,397	18,174,715
Investment Earnings	682,356	400,000	800,000
Miscellaneous Revenue	3,787	(4,000)	(4,000)
<b>Operating Revenue Sub-Total</b>	<b>580,699,256</b>	<b>574,643,800</b>	<b>614,489,885</b>
<b>General Fund Support</b>	<b>(555,479,128)</b>	<b>(495,551,304)</b>	<b>(513,280,135)</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(25,187,147)</b>	<b>(78,969,496)</b>	<b>(101,109,750)</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>32,981</b>	<b>123,000</b>	<b>100,000</b>

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## FINANCE NON DEPARTMENTAL

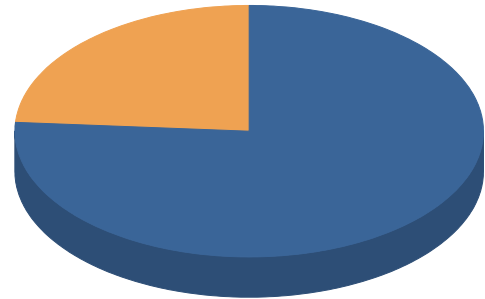
Expenses 92,118,854

Revenues 3,450,000

FTEs -

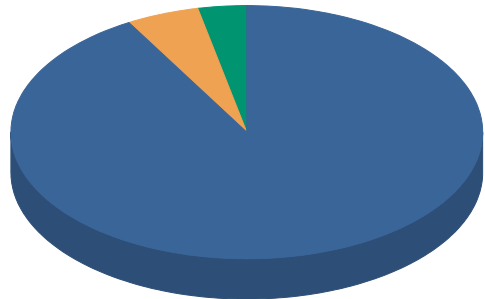
### Expenditures By Program

■ Mandated Payments	76.01%
■ Non Departmental	23.99%
Total:	100.00%



### Sources of All Funding

■ General Fund Support	91.60%
■ Operating Transfers In	5.14%
■ Department Revenue	3.26%
Total:	100.00%



#### Function Statement:

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.

#### Mandates:

None

## Department Summary by Program

Department: Finance Non Departmental

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Mandated Payments	64,070,085	60,744,000	70,017,400
Non Departmental	51,103,692	333,673,255	22,101,454
<b>Total Expenditures</b>	<b><u>115,173,777</u></b>	<b><u>394,417,255</u></b>	<b><u>92,118,854</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Mandated Payments	3,500,709	-	-
Non Departmental	3,824,626	2,850,000	3,450,000
<b>Total Revenues</b>	<b><u>7,325,335</u></b>	<b><u>2,850,000</u></b>	<b><u>3,450,000</u></b>
General Fund Support	(189,786,302)	399,672,732	96,901,872
Net Operating Transfers In/(Out)	(498,922)	(8,105,477)	(8,233,018)
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	298,133,666	-	-
<b>Total Program Funding</b>	<b><u>115,173,777</u></b>	<b><u>394,417,255</u></b>	<b><u>92,118,854</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
<b>Total Staffing (FTEs)</b>			

## Program Summary

**Department:** Finance Non Departmental

**Program:** Mandated Payments

**Function**

Fund and administer Pima 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

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Payment to mandated state health programs done in a timely manner	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Operating Expenses	64,070,085	60,744,000	70,017,400
<b>Total Program Expenditures</b>	<b>64,070,085</b>	<b>60,744,000</b>	<b>70,017,400</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Miscellaneous Revenue	3,500,709	-	-
<b>Operating Revenue Sub-Total</b>	<b>3,500,709</b>	<b>-</b>	<b>-</b>
<b>General Fund Support</b>	<b>60,569,376</b>	<b>60,744,000</b>	<b>70,017,400</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>64,070,085</b>	<b>60,744,000</b>	<b>70,017,400</b>

## Program Summary

**Department:** Finance 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 payment to Visit Tucson. This tax is only charged to hotels/motels located in unincorporated areas of Pima County. Provide expenditure authority for the items listed below.

### Program Goals & Objectives

- Provide and account for all Non Departmental activities

### Financial Highlights and Significant Issues

The budgeted amount of \$22,101,454 consists of the following:

#### Non Departmental Expenditures

Arizona Board of Regents	15,000,000
Visit Tucson	3,450,000
General Fund Portion of Self Insurance Reserve	3,026,648
Arizona Department of Revenue Operating Costs	300,000
County Supervisors Association	150,000
Special Projects	104,306
Lobbyist Costs	65,000
Bond Oversight	5,500
	<u><u>22,101,454</u></u>

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Transactions accurately recorded	100%	100%	100%
	<b><u>FY 2020/2021 Actual</u></b>	<b><u>FY 2021/2022 Adopted</u></b>	<b><u>FY 2022/2023 Adopted</u></b>
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	30,004,114	300,025,797	25,797
Operating Expenses	21,099,578	33,642,458	22,070,657
Capital Equipment > \$5,000	-	5,000	5,000
<b>Total Program Expenditures</b>	<b><u>51,103,692</u></b>	<b><u>333,673,255</u></b>	<b><u>22,101,454</u></b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	2,676,903	2,850,000	3,450,000
Charges for Services	1,144,225	-	-
Fines & Forfeits	3,498	-	-
<b>Operating Revenue Sub-Total</b>	<b><u>3,824,626</u></b>	<b><u>2,850,000</u></b>	<b><u>3,450,000</u></b>
<b>General Fund Support</b>	(250,355,678)	338,928,732	26,884,472

## Program Summary

Department: Finance Non Departmental

Program: Non Departmental

Net Operating Transfers In/(Out)	(498,922)	(8,105,477)	(8,233,018)
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	298,133,666	-	-
Total Program Funding	<u>51,103,692</u>	<u>333,673,255</u>	<u>22,101,454</u>

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## FLEET SERVICES

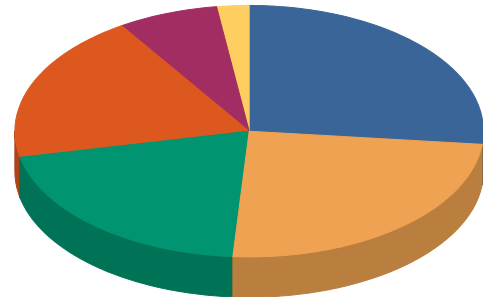
Expenses 23,898,506

Revenues 18,856,048

FTEs 61.50

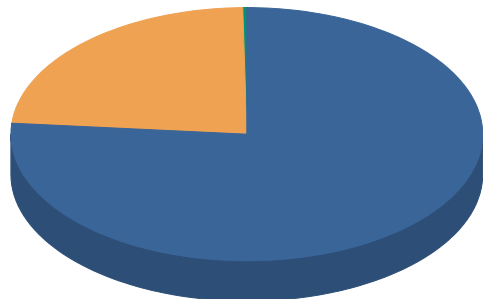
### Expenditures By Program

■ Vehicle Acquisition & Disposition	26.79%
■ Support Services	24.27%
■ Maintenance & Operations	20.50%
■ Fleet Management Administration	19.41%
■ Fleet Parts Supply	6.88%
■ GPS Monitoring	2.15%
Total:	100.00%



### Sources of All Funding

■ Department Revenue	76.35%
■ Fund Balance Support	23.45%
■ Other Financing Sources/Bond/COPS Proceeds	0.20%
Total:	100.00%



### Function Statement:

Provide administrative direction and resources to Fleet Services divisions in support of Fleet Services mission for a customer focused, centralized fleet management function that is dedicated to providing efficient and effective services to Pima County.

### Mandates:

None

## Department Summary by Program

**Department: Fleet Services**

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Fleet Management Administration	3,635,563	4,028,970	4,638,812
Fleet Parts Supply	1,273,725	1,240,932	1,643,498
GPS Monitoring	601,465	671,999	513,367
Maintenance & Operations	3,613,739	4,523,722	4,899,481
Support Services	2,499,314	2,661,787	5,799,381
Vehicle Acquisition & Disposition	5,349,372	6,717,465	6,403,967
<b>Total Expenditures</b>	<b>16,973,178</b>	<b>19,844,875</b>	<b>23,898,506</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Fleet Management Administration	17,293,368	18,391,051	17,406,347
Fleet Parts Supply	1,847	100	100
Maintenance & Operations	1,026,190	1,618,000	1,635,000
Support Services	90,234	219,601	219,601
Vehicle Acquisition & Disposition	(617,699)	(250,000)	(405,000)
<b>Total Revenues</b>	<b>17,793,940</b>	<b>19,978,752</b>	<b>18,856,048</b>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(2,443,260)	-	(800,000)
Fund Balance Decrease/(Increase)	1,529,687	(183,877)	5,792,458
Other Funding Sources	92,811	50,000	50,000
<b>Total Program Funding</b>	<b>16,973,178</b>	<b>19,844,875</b>	<b>23,898,506</b>
<b><u>Staffing (FTEs) by Program</u></b>			
Fleet Management Administration	12.00	12.00	17.00
Fleet Parts Supply	4.00	4.00	4.00
GPS Monitoring	2.00	2.00	2.00
Maintenance & Operations	35.00	35.00	38.50
Support Services	1.00	1.00	-
<b>Total Staffing (FTEs)</b>	<b>54.00</b>	<b>54.00</b>	<b>61.50</b>

## Program Summary

**Department:** Fleet Services

**Program:** Fleet Management Administration

### Function

Provide administrative direction and resources to Fleet Services divisions in support of the Fleet Services mission for a customer focused, centralized fleet management function that is dedicated to providing efficient and effective services to Pima County.

### Description of Services

Responsible for department operational budget, including capital equipment budget, for vehicle and equipment expenditures. Analysis and reporting of department assigned vehicle/equipment performance management. Ensure compliance to County policy and departmental procedures. Direct, plan and appropriately staff Fleet Services divisions. Management of Fleet Services procurement process, including Master Agreements.

### Program Goals & Objectives

- Review, refine and create department business processes
- Complete employee performance plans and appraisals within 30 days of due date
- Fiscal year end analysis of every County departments vehicle/equipment performance management including utilization, idling and equipment rentals to right size departments vehicles and equipment
- Conduct monthly operational budget forecast reviews

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Monthly budget forecast reviews and adjustments when needed	12	12	12
County department asset performance analysis and reporting	100%	100%	100%
Business processes reviewed or created	2	4	4
Employee performance plans and appraisals to be completed within 30 days of due date	86	95	95

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,000,188	985,011	1,226,808
Operating Expenses	2,506,360	2,610,581	2,967,153
Capital Equipment > \$5,000	70,883	-	-
Depreciation	69,599	433,378	444,851
Gain or Loss on Disposal of Assets	(11,467)	-	-
<b>Total Program Expenditures</b>	<b>3,635,563</b>	<b>4,028,970</b>	<b>4,638,812</b>

### Program Funding by Source

#### Revenues

Charges for Services	16,317,647	17,330,951	16,535,847
Investment Earnings	100,016	590,000	170,000
Miscellaneous Revenue	184,640	200,100	200,500
Gain or Loss on Disposal of Assets	691,065	270,000	500,000

<b>Special Programs Revenue Sub-Total</b>	<b>17,293,368</b>	<b>18,391,051</b>	<b>17,406,347</b>
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<b>General Fund Support</b>	-	-	-
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<b>Net Operating Transfers In/(Out)</b>	(2,443,260)	-	(800,000)
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<b>Fund Balance Decrease/(Increase)</b>	(11,214,545)	(14,362,081)	(11,967,535)
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## Program Summary

Department: Fleet Services

Program: Fleet Management Administration

Other Funding Sources	-	-	-
Total Program Funding	<u>3,635,563</u>	<u>4,028,970</u>	<u>4,638,812</u>
Program Staffing FTEs	12.00	12.00	17.00

## Program Summary

**Department:** Fleet Services

**Program:** Fleet Parts Supply

### Function

Efficient inventory control, including the purchase, receipt, storage, issuance, and delivery of automotive, medium/heavy truck and heavy equipment parts and supplies needed for preventive maintenance, repairs, and up-fitting of Pima County vehicles and equipment.

### Description of Services

Purchase parts and accessories required to maintain and repair all County motor vehicles and equipment. Maintain appropriate inventory levels to minimize County vehicle repair downtime. Conduct periodic aging analysis of the inventory to identify and remove obsolete parts and supplies.

### Program Goals & Objectives

- Eliminate stale dated or old inventory standard turnover four times per year
- Close out and eliminate obsolete part inventory

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Parts inventory turnover occurs four times per year	4	4	4
Obsolete parts analysis review	12	12	12

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	240,841	253,998	286,064
Operating Expenses	1,032,884	986,934	1,357,434
Capital Equipment > \$5,000	-	-	55,000
Contra Expense	-	-	(55,000)
<b>Total Program Expenditures</b>	<b>1,273,725</b>	<b>1,240,932</b>	<b>1,643,498</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Miscellaneous Revenue	1,847	100	100
<b>Special Programs Revenue Sub-Total</b>	<b>1,847</b>	<b>100</b>	<b>100</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	1,271,878	1,240,832	1,643,398
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>1,273,725</b>	<b>1,240,932</b>	<b>1,643,498</b>

<b>Program Staffing FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
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## Program Summary

**Department:** Fleet Services  
**Program:** GPS Monitoring

### Function

Administrator of Pima County Global Positioning System (GPS) program. Purchase and install GPS in County vehicles and equipment, with the purpose of increasing the efficiency of the County Fleet, and improving driver safety.

### Description of Services

Purchase, install and repair hardware and provide software support related to the use of GPS in County vehicles and equipment. Provide departments automated reports that align with County policies and procedures related to vehicle use. Provide GPS reporting to County Administration, Driver Safety Committee, and Department Directors as requested. Monitor GPS health and ensuring GPS units have communicated within past 30 days. Provide GPS software training to all new users.

### Program Goals & Objectives

- Monitoring of GPS system communications every 30 days to ensure there are no problems
- Manage installation of GPS units for all County vehicles/equipment per County policy
- Provide GPS software training to departments upon request on a quarterly basis

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Percent of GPS units with County vehicles/equipment installed	100%	100%	100%
Percent of GPS software training provided to departments upon request	100%	100%	100%
Percent of GPS communications continually monitored	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	136,946	144,699	146,867
Operating Expenses	464,519	527,300	366,500
<b>Total Program Expenditures</b>	<b>601,465</b>	<b>671,999</b>	<b>513,367</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	601,465	671,999	513,367
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>601,465</b>	<b>671,999</b>	<b>513,367</b>

<b><u>Program Staffing FTEs</u></b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
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## Program Summary

**Department:** Fleet Services

**Program:** Maintenance & Operations

### Function

Maintain the Pima County Fleet in such a manner as to achieve maximum operating efficiency and safety.

### Description of Services

Perform preventive maintenance and repairs as needed on automotive, medium/heavy truck, and heavy equipment, ensuring an efficient fleet and minimizing downtime. Provide all resources necessary to accomplish repairs and maintenance, including direct labor, and outside services. Provide resources for upfitting of County vehicles and equipment.

### Program Goals & Objectives

- Achieve 95% or greater asset availability rate to minimize departments downtime and increase utilization
- Achieve 60% or greater Technician direct labor rate to fully utilize departments resources
- Achieve 1% or less vehicle comeback rate to complete maintenance and repairs done correctly the first time

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Technician direct labor rate	65%	65%	65%
Vehicle comeback rate	1%	1%	1%
Asset availability rate	97%	95%	95%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,877,808	2,276,148	2,480,876
Operating Expenses	1,667,531	2,175,344	2,265,395
Depreciation	141,670	72,230	153,210
Gain or Loss on Disposal of Assets	(73,270)	-	-
<b>Total Program Expenditures</b>	<b>3,613,739</b>	<b>4,523,722</b>	<b>4,899,481</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Charges for Services	1,094,132	1,700,000	1,725,000
Miscellaneous Revenue	5,426	13,000	5,000
Gain or Loss on Disposal of Assets	(73,368)	(95,000)	(95,000)
<b>Special Programs Revenue Sub-Total</b>	<b>1,026,190</b>	<b>1,618,000</b>	<b>1,635,000</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	2,587,549	2,905,722	3,264,481
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>3,613,739</b>	<b>4,523,722</b>	<b>4,899,481</b>

<b>Program Staffing FTEs</b>	<b>35.00</b>	<b>35.00</b>	<b>38.50</b>
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## Program Summary

**Department:** Fleet Services  
**Program:** Support Services

### Function

Intake of Pima County vehicles and equipment requiring maintenance and/or repair. Provide quality control inspection post maintenance and/or repair. Management of nine County fuel stations and motor pool function.

### Description of Services

Interface with County employees to initiate maintenance and/or repair work order, and provide quality control and safety inspection for completed vehicles and equipment. Manage fuel inventory of all County fuel stations ensuring a continuous supply of fuel to meet the operational needs of County departments, and repair and maintenance of fuel station dispensing equipment. Manage motor pool function including vehicle availability and reservations.

### Program Goals & Objectives

- To ensure County fuel stations are available, 24 hours per day, 7 days per week
- Quality control inspections completed within two hours of shop completion at a 90% rate

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Fuel station availability 24 hours per day, 7 days per week	100%	100%	100%
Quality control inspections completion rate	95%	90%	95%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	24,623	54,336	5,400
Operating Expenses	2,310,343	2,607,451	5,629,633
Depreciation	164,348	-	164,348
<b>Total Program Expenditures</b>	<b>2,499,314</b>	<b>2,661,787</b>	<b>5,799,381</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Charges for Services	90,234	219,601	219,601
<b>Special Programs Revenue Sub-Total</b>	<b>90,234</b>	<b>219,601</b>	<b>219,601</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	2,409,080	2,442,186	5,579,780
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>2,499,314</b>	<b>2,661,787</b>	<b>5,799,381</b>

<b>Program Staffing FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>-</b>
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## Program Summary

**Department:** Fleet Services

**Program:** Vehicle Acquisition & Disposition

### Function

Ensure Pima County departments have the quantity and type of vehicles/equipment which best fit their operational requirements while maintaining fiscal and sustainability goals. Manage the disposition of vehicles/equipment that are at the end of their useful life.

### Description of Services

Complete an annual analysis of vehicles/equipment that have been identified as being near or at end of useful life. Create preliminary vehicle/equipment replacement list with recommended budget, taking into account the purchasing of alternative fuel vehicles in support of sustainability goals. Conduct annual communications with departments to review vehicle/equipment replacements and additional transportation needs of department. Order and receive vehicle /equipment per specifications and department requirements. Process Arizona Motor Vehicle Division license and title requests. Manage auction process for end of useful life vehicles/equipment.

### Program Goals & Objectives

- Conduct annual communication with County departments to review vehicle/equipment replacements and general transportation needs
- Maintain vehicles/equipment received per specifications and department requirements
- Maintain appropriate County fleet size by quarterly auctions of vehicles/equipment that have met their useful life
- Perform annual end of useful life analysis of County fleet, with end result being vehicle/equipment replacement list

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Annual end of useful life analysis of County fleet	100%	100%	100%
Annual vehicle/equipment replacement communication with departments	100%	100%	100%
Purchase and receipt of vehicles/equipment with no errors	100%	100%	100%
Manage Fleet auctions of vehicles/equipment	100%	100%	100%

<b>Program Expenditures by Object</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
Operating Expenses	11	100	100
Capital Equipment > \$5,000	6,444,913	6,065,000	7,938,840
Contra Expense	(6,515,796)	(6,065,000)	(7,938,840)
Depreciation	5,736,138	6,717,365	6,403,867
Gain or Loss on Disposal of Assets	(315,894)	-	-
<b>Total Program Expenditures</b>	<b>5,349,372</b>	<b>6,717,465</b>	<b>6,403,967</b>

### Program Funding by Source

<b>Revenues</b>			
Gain or Loss on Disposal of Assets	(617,699)	(250,000)	(405,000)
<b>Special Programs Revenue Sub-Total</b>	<b>(617,699)</b>	<b>(250,000)</b>	<b>(405,000)</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	5,874,260	6,917,465	6,758,967
<b>Other Funding Sources</b>	92,811	50,000	50,000
<b>Total Program Funding</b>	<b>5,349,372</b>	<b>6,717,465</b>	<b>6,403,967</b>

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## HUMAN RESOURCES

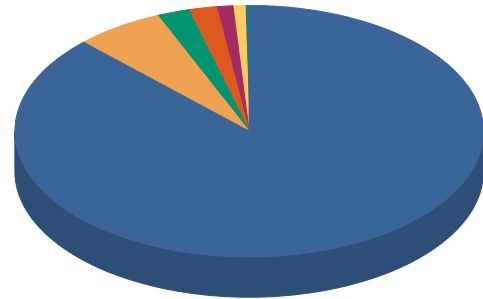
Expenses 96,771,819

Revenues 88,675,461

FTEs 67.00

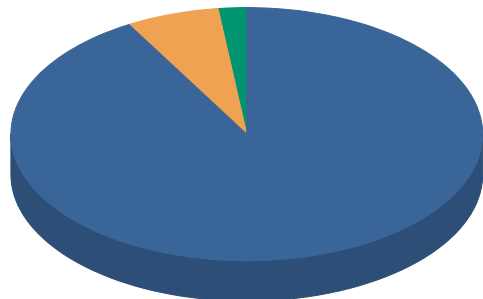
### Expenditures By Program

Health Benefits	87.44%
HR Risk Management	6.22%
Compensation/Classification/Recruitment	2.11%
Administration	1.98%
Employment Rights, FMLA, E-Verify & Training	1.16%
Training & Development	0.78%
Reports & Records	0.31%
Total:	100.00%



### Sources of All Funding

Department Revenue	91.64%
General Fund Support	6.33%
Fund Balance Support	2.03%
Total:	100.00%



### 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. The department also 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**

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Administration	1,434,179	1,352,004	1,918,244
Compensation/Classification/Recruitment	876,824	1,162,098	2,042,853
Employment Rights, FMLA, E-Verify & Training	927,515	971,185	1,119,490
Health Benefits	76,040,057	81,862,499	84,616,317
HR Risk Management	3,848,825	6,861,330	6,015,154
Reports & Records	310,204	277,406	302,975
Training & Development	426,546	732,522	756,786
<b>Total Expenditures</b>	<b>83,864,150</b>	<b>93,219,044</b>	<b>96,771,819</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Health Benefits	73,324,049	80,413,941	85,417,083
HR Risk Management	222,280	3,766,077	3,247,828
Reports & Records	-	20,550	10,550
<b>Total Revenues</b>	<b>73,546,329</b>	<b>84,200,568</b>	<b>88,675,461</b>
General Fund Support	3,975,268	4,474,665	6,129,798
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	6,342,553	4,543,811	1,966,560
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>83,864,150</b>	<b>93,219,044</b>	<b>96,771,819</b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administration	5.00	10.00	11.00
Compensation/Classification/Recruitment	12.00	12.00	16.00
Employment Rights, FMLA, E-Verify & Training	11.00	12.00	13.00
Health Benefits	14.00	13.00	13.00
HR Risk Management	3.00	3.00	3.00
Reports & Records	4.00	4.00	4.00
Training & Development	7.00	7.00	7.00
<b>Total Staffing (FTEs)</b>	<b>56.00</b>	<b>61.00</b>	<b>67.00</b>

## 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 development and interpretation; mandatory training; affirmative action reporting; employee relations; recruitment; benefits; classification; compensation; Family and Medical Leave Act administration; E-Verify services; performance management; records management; and administration of the Americans with Disabilities Act.

### Description of Services

Direct Human Resources (HR) department 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, information technology, and procurement obligations for the department. Ensure all departments and staffs are provided the quality assistance they need to direct and manage the County workforce, and to effectively work as a Pima County employee. 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.

### Program Goals & Objectives

- Limit the amount of attrition the County experiences over the fiscal year
  - Benchmark, analyze, and improve the County's attrition rate

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
County employee turnover rate	14%	16%	17%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	606,012	415,333	976,343
Operating Expenses	828,167	936,671	941,901
<b>Total Program Expenditures</b>	<b>1,434,179</b>	<b>1,352,004</b>	<b>1,918,244</b>
<b>General Fund Support</b>	1,434,179	1,352,004	1,918,244
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>1,434,179</b>	<b>1,352,004</b>	<b>1,918,244</b>

<b>Program Staffing FTEs</b>	<b>5.00</b>	<b>10.00</b>	<b>11.00</b>
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## 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 to attract 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 requests and advertise to fill positions using local advertising, social media, and third-party advertising platforms. 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

- 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
- Hold quarterly job fairs targeted to fill department's critical staffing needs
- Provide departments certified list of most qualified job applicants within 10 business days of closing date
- Maintain the average time to fill a position to 45 days or less
- Support departments in the selection and utilization of appropriate classifications to accomplish scope of work
- In a fair and equitable process, initiate outreach to qualified candidates including those who have applied for County positions in the past and others identified through candidate searches
- Receive all applications for employment in Pima County, review to determine if candidates meet minimum eligibility requirements established for each position within 3 business days of job posting closing date

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Average calendar days to complete certified list of qualified job	11	19	15
Average calendar days to fill vacancies	57	48	40
Applications received/reviewed	27,952	26,583	37,386
Salary studies for market wage benchmarking conducted	n/a	98	150
Salary reviews for filled positions conducted	n/a	140	150

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	772,265	906,501	1,314,978
Operating Expenses	104,559	255,597	727,875
<b>Total Program Expenditures</b>	<b>876,824</b>	<b>1,162,098</b>	<b>2,042,853</b>
<b>General Fund Support</b>	876,824	1,162,098	2,042,853
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>876,824</b>	<b>1,162,098</b>	<b>2,042,853</b>

<b>Program Staffing FTEs</b>	<b>12.00</b>	<b>12.00</b>	<b>16.00</b>
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# Program Summary

**Department:** Human Resources

**Program:** Employment Rights, FMLA, E-Verify & Training

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## Function

Provide Merit System Rules and Personnel Policy (MSR/PP), Board of Supervisors (Board) and Administrative Procedure interpretation and review to Pima County management staff and employees. Investigate allegations of violations of the MSR/PP or personnel related Board 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/PPs; Board Policies and Administration Procedures, 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 both 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; conduct the Employment Rights portion of New Employee Orientation (NEO); provide training to managers and supervisors on the topics of FLSA and ADA; provide EEO Monitor training to County personnel.

Leave Administration and E-Verify Services: provide training to new managers, supervisors, and department personnel representatives on County procedures, Family Medical Leave Act (FMLA) regulations, 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, process, and monitor FMLA leave 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 FMLA records and Form I-9 for permanent retention for County employees in accordance with federal, state, and county mandates and procedures.

## Program Goals & Objectives

- Provide a venue and process for professionally triaging, reviewing, and resolving internal complaints and work related disputes
    - Promptly investigate allegations
    - Facilitate mediation process
    - Provide as needed "intake" of complaints from management and employees
  - Ensure countywide compliance with the FMLA and E-Verify in accordance with county procedure
  - Comply with discrimination laws on sexual and workplace harassment prevention
  - Follow up with 100% of employees who elect not to proceed with the Short Term Disability process to ensure their understanding of the benefit. Use the information gathered to improve employee awareness
    - 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
  - Process all Pima County new hires (except those of Superior and Juvenile Courts) through E-Verify
  - Review and approve requests for County offered leaves for employees (except court employees)
  - Ensure accurate payment of back wages in compliance with the FLSA and county policies
    - Ensure accurate payment of back wages in compliance with the FLSA and county policies
    - Work in concert with Finance Payroll to process payments
  - Prepare management staff to function successfully in a public sector environment
    - Generate courses that promote compliance and consistent application of personnel management principles and department 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

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Number of contacts for MSR/PP interpretation	1,705	1,800	1,780
ADA request for accommodation	118	120	125
Number of requests for mediation	16	18	18
Number of disciplinary/employment action reviews	n/a	280	290
Number of calendar days from ADA eligibility determination to process termination	n/a	90	80
Number of grievances received for committee review	n/a	8	10
Average calendar days for grievance review process	n/a	45	40
Number of internal complaints logged	n/a	60	100
Number of internal complaints investigated by HR	n/a	36	60
Average calendar days from internal complaint logging	n/a	120	90
	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	893,348	875,514	1,021,970
Operating Expenses	34,167	95,671	97,520
<b>Total Program Expenditures</b>	<b>927,515</b>	<b>971,185</b>	<b>1,119,490</b>
<b>General Fund Support</b>	927,515	971,185	1,119,490
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>927,515</b>	<b>971,185</b>	<b>1,119,490</b>
<b>Program Staffing FTEs</b>	<b>11.00</b>	<b>12.00</b>	<b>13.00</b>



## Program Summary

**Department:** Human Resources

**Program:** Health Benefits

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### 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. 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. When health problems do exist, help employees better manage their condition through an organized intervention program.

### Program Goals & Objectives

- Inform and educate employees regarding the County's various plans and benefits options through scheduled benefit information sessions
    - Ensure members are adequately informed to make plan and benefit decisions
    - Ensure member satisfaction with plan features and benefits
  - 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
  - To reduce the overall health risks to our enrolled members
    - Inform and educate employees regarding the County's benefits and wellness plans through multifaceted communications strategies in order to foster a culture of healthy, educated consumers
  - To ensure our members have access to an affordable benefit and wellness package
    - Provide a comprehensive and affordable benefit and wellness package to help control increases in medical costs and improve quality of life
  - To ensure accuracy of benefits and wellness administration
    - Ensure accuracy of benefit enrollments and premium payments
- 

Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
Employees attending benefit information sessions	1,058	1,300	n/a
Benefits complaints	8%	8%	n/a
Covered employees needing Human Resources intervention for health issues	1%	1%	n/a
Total participation in wellness events/activities	39,486	40,000	n/a
Increase participants earning Healthy Lifestyle Premium Discount(s)	92%	91%	93%
Increase documented time used for programs, events, and activities	319	300	330
Maintain accuracy of benefits payroll deductions	99%	99%	99%

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## Program Summary

Department: Human Resources

Program: Health Benefits

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	1,111,850	1,066,155	1,090,645
Operating Expenses	74,928,207	80,796,344	83,525,672
<b>Total Program Expenditures</b>	<b>76,040,057</b>	<b>81,862,499</b>	<b>84,616,317</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Charges for Services	68,186,169	76,031,011	80,254,945
Investment Earnings	177,612	335,400	308,960
Miscellaneous Revenue	4,960,268	4,047,530	4,853,178
<b>Special Programs Revenue Sub-Total</b>	<b>73,324,049</b>	<b>80,413,941</b>	<b>85,417,083</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	2,716,008	1,448,558	(800,766)
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>76,040,057</b>	<b>81,862,499</b>	<b>84,616,317</b>
<b><u>Program Staffing FTEs</u></b>	<b>14.00</b>	<b>13.00</b>	<b>13.00</b>

## Program Summary

**Department:** Human Resources

**Program:** HR Risk Management

### Function

Operate and manage components of Pima County's Occupational Safety Health Programs. Oversight and review of special medical evaluations. Work with third party administrators on Workers' Compensation and unemployment claims. Manage the County's Traumatic Event Counseling programs for peace officers and public safety employees.

### Description of Services

Manage the commercial driver's license (CDL) program, and maintain compliance with federal regulations and state statutes. Administer/coordinate the County's pre-employment physical program, tuberculosis testing program, vaccination program, drug and alcohol testing program, automatic external defibrillator program, and safety shoe/boot and eyewear voucher program. Manage workers' compensation programs including adjust, defend, and fund worker's compensation claims. Return injured employees to work as early and safely as possible. Oversight of the administration of unemployment claims. When requested by management and supported by documentation, coordinate the special medical evaluation process to ensure employees are fit for duty. Review and process requests for benefits/payments under the Traumatic Event Counseling programs when compliant with program guidelines.

### Program Goals & Objectives

- Conduct mandated checks of random drug and alcohol testing of the CDL driver pool
- Identify trends in Worker's Compensation injuries for further assessment
- Administer the Traumatic Event Counseling programs for the health and well-being of law enforcement staff
- Ensure workplace safety via the special medical evaluation program and safety

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Departmental responsiveness to mandatory CDL drug and alcohol testing is increased in minutes	n/a	90	60
Number of days lost time due to workers compensation injury is reduced	854	856	840

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	286,238	310,386	340,462
Operating Expenses	3,562,587	6,550,944	5,674,692
<b>Total Program Expenditures</b>	<b>3,848,825</b>	<b>6,861,330</b>	<b>6,015,154</b>

### Program Funding by Source

<b>Revenues</b>			
Charges for Services	8,615	3,766,077	3,247,828
Miscellaneous Revenue	213,665	-	-
<b>Special Programs Revenue Sub-Total</b>	<b>222,280</b>	<b>3,766,077</b>	<b>3,247,828</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	3,626,545	3,095,253	2,767,326
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>3,848,825</b>	<b>6,861,330</b>	<b>6,015,154</b>

<b>Program Staffing FTEs</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>
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## Program Summary

**Department:** Human Resources

**Program:** Reports & Records

### Function

Maintain official employee personnel records in an 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 programs, along with administration of the ADP Employee Self Service portal.

### 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 consistent with Arizona Revised Statutes 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 Pima County rules and policies. Enter all leaves for Superior Court, Juvenile Court, and Clerk of the Court employees. Manage reporting in compliance with federal guidelines. Provide reports for County departments to ensure Enterprise V5 Data entry accuracy. Coordinate and maintain Countywide policy acknowledgments. Provide assistance with ADP Employee Self Service portal.

### Program Goals & Objectives

- Ensure data entered into Enterprise V5 is accurate and timely, in accordance with County rules and policies
- Ensure that official personnel records are maintained accurately, timely, completely, and are easily accessible in accordance with the Arizona State Retention Schedule
- Ensure reporting is accurate and timely
- Ensure policy acknowledgments are in compliance with directives
- Ensure creation and availability of job aids to assist County employees with navigation of ADP Self Service portal
- Respond timely to 100% of employee calls for assistance with the ADP Self Service portal
- Increase the number of employee bus riders by 10% through expansion of the bus pass program, as part of the County's sustainability initiative, by providing a manual process permitting benefits eligible employees to start riding the bus as early as their first day of employment

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Personnel records reviewed for compliance with the Arizona State Retention Schedule	104,000	106,080	107,120

<b>Program Expenditures by Object</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
Personnel Services	310,101	256,681	292,275
Operating Expenses	103	20,725	10,700
<b>Total Program Expenditures</b>	<b>310,204</b>	<b>277,406</b>	<b>302,975</b>

<b>Program Funding by Source</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Revenues</b>			
Miscellaneous Revenue	-	20,550	10,550
<b>Operating Revenue Sub-Total</b>	<b>-</b>	<b>20,550</b>	<b>10,550</b>
<b>General Fund Support</b>	<b>310,204</b>	<b>256,856</b>	<b>292,425</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Program Summary

Department: Human Resources

Program: Reports & Records

Total Program Funding	310,204	277,406	302,975
Program Staffing FTEs	4.00	4.00	4.00

## Program Summary

**Department:** Human Resources

**Program:** Training & Development

### Function

Provide timely and meaningful learning experiences, operational training, specialized targeted training, and coaching for existing and newly appointed County employees, managers, and supervisors, to ensure consistent application of and adherence to personnel administration, laws, rules, policies, procedures, and court mandates.

### Description of Services

Train newly hired supervisors and managers on federal, state, and county mandates. Provide a comprehensive curriculum to include Communication, Compliance, Management, and Leadership. A variety of topics will be addressed to include: County Rules and Policies; Fair Labor Standards Act; Family Medical Leave Act; Americans with Disability Act; Progressive Discipline; Performance Management; Preventing Sexual and Workplace Harassment and Discrimination; Workplace Violence Prevention; Workplace Bullying Prevention; and Workplace Ethics.

Create and provide an on-boarding program for newly hired Pima County employees to increase employee engagement and retain talent. The courses will be mandatory and include topics of: County Civics; Pima County Foundation; Pima County Values (Accountable, Respectful, Ethical); Communication; Ethics; Customer Service; Respect in the Workplace; Diversity and Inclusion; Merit System; and Basic Computer Navigation Skills. This effort will include creation of online on-boarding courses for current County employees, and an in person program for new hires.

Create and provide a customer service course series to enhance Pima County services for employee professional development.

### Program Goals & Objectives

- Create new New Employee Orientation program and obtain 80% participation from all new employees
- Create onboarding program and obtain 80% participation from all new employees
- Train new supervisors within 90 days of hire or promotion OR train 50% of new supervisors within 60 days of hire or promotion
- Create and train 25% of current employees on customer service series

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Supervisor training (headcount)	1,215	1,460	1,400
Triennial Harassment Prevention Refresher training	308	0	1,200
Specialized training (headcount)	587	584	1,100
New on-boarding courses (current employee headcount)	n/a	512	6,000

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	328,353	561,784	625,774
Operating Expenses	98,193	170,738	131,012
<b>Total Program Expenditures</b>	<b>426,546</b>	<b>732,522</b>	<b>756,786</b>
<b>General Fund Support</b>	426,546	732,522	756,786
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>426,546</b>	<b>732,522</b>	<b>756,786</b>

<b>Program Staffing FTEs</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
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## INFORMATION TECHNOLOGY

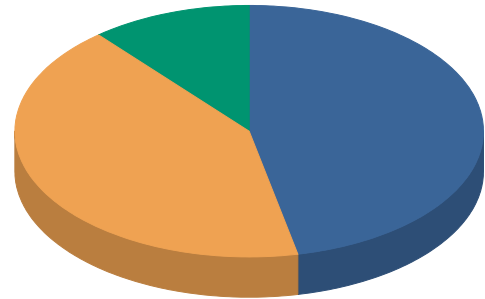
Expenses 53,300,951

Revenues 32,903,128

FTEs 237.00

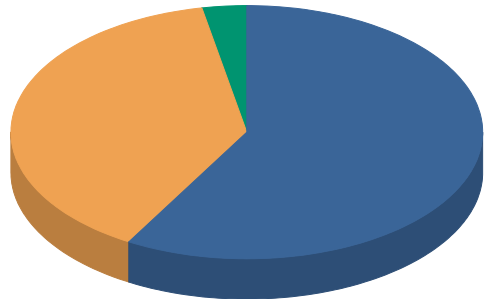
### Expenditures By Program

Computer Hardware Software	46.63%
Information Technology	42.17%
Telecommunications	11.20%
Total:	100.00%



### Sources of All Funding

Department Revenue	58.37%
General Fund Support	38.58%
Operating Transfers In	3.05%
Total:	100.00%



#### Function Statement:

Analyze, develop, and implement application solutions Countywide. Direct and manage the development and ongoing maintenance and support of application systems. Develop, implement, and enforce Information Technology (IT) standards, asset and information security procedures. Manage franchise licensing and contract coordination for cable, fiber, cellular, and competitive local exchange carriers. Manage IT projects across County departments. Oversight and preparation of budget and allocations for the IT Department. Coordinate all Pima County IT activities with various agencies and the general public. Manage all enterprise Geographic Information System functions for the County.

#### Mandates:

None

## Department Summary by Program

**Department:** Information Technology

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Computer Hardware Software	16,160,404	19,561,202	24,854,387
Information Technology	16,141,191	21,076,703	22,476,520
Telecommunications	5,303,489	5,791,054	5,970,044
<b>Total Expenditures</b>	<b>37,605,084</b>	<b>46,428,959</b>	<b>53,300,951</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Computer Hardware Software	22,729,098	22,706,800	25,339,824
Information Technology	783,519	732,164	732,164
Telecommunications	7,425,228	7,699,285	6,831,140
<b>Total Revenues</b>	<b>30,937,845</b>	<b>31,138,249</b>	<b>32,903,128</b>
General Fund Support	15,357,672	20,344,539	21,744,356
Net Operating Transfers In/(Out)	(9,794,737)	1,359,895	1,720,966
Fund Balance Decrease/(Increase)	1,104,304	(6,413,724)	(3,067,499)
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>37,605,084</b>	<b>46,428,959</b>	<b>53,300,951</b>
<b><u>Staffing (FTEs) by Program</u></b>			
Computer Hardware Software	62.00	62.00	62.00
Information Technology	132.00	164.00	161.00
Telecommunications	14.00	14.00	14.00
<b>Total Staffing (FTEs)</b>	<b>208.00</b>	<b>240.00</b>	<b>237.00</b>



# Program Summary

**Department:** Information Technology

**Program:** Computer Hardware Software

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## Function

Provide centralized purchasing of computers and related devices for all departments of Pima County in order to promote 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. Operate a twenty four hours a day, seven days a week Network Operations Center (NOC) to support end-user clients with technical problems and issues, both remotely and onsite, utilizing field technicians.

## Description of Services

**Computer 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 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 and 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 and the Virtual Server environment. Provide online transaction processing, offline processing, central data, 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.

## Program Goals & Objectives

- Maintain 100% storage/server availability (excluding scheduled maintenance or force majeure outages)
  - Ensure critical electronic information resources are available 24 hours/365 days per year
    - Respond to client trouble tickets within suggested Service Level Agreements (SLA) guidelines (Critical - 4 hours, High - 24 hours, Normal - 4 days)
  - Outage should run concurrent with Telecom outages in IT-Telecommunications whenever possible. (Includes one outage per month and no more than two additional outages for potential unforeseen issues that may arise.)
  - Ensure high quality customer service
    - Achieve at least 95 percent of incident resolution rate with first line contact in the NOC
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Critical electronic information resources are available 24 hours 365 days (excluding scheduled maintenance or force majeure outages)	99%	99%	99%
Storage/server availability (excluding scheduled maintenance or force majeure outages)	99%	99%	99%
First contact incident or request resolved with initial customer contact	71%	70%	70%
Scheduled Network system outages per year for maintenance and upgrade/updates.	12	14	14

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## Program Summary

Department: Information Technology

Program: Computer Hardware Software

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	4,416,270	4,994,140	5,430,483
Operating Expenses	10,900,470	13,100,227	17,198,920
Contra Expense	(1,115,595)	-	-
Depreciation	1,953,726	1,466,835	2,224,984
Gain or Loss on Disposal of Assets	5,533	-	-
<b>Total Program Expenditures</b>	<b>16,160,404</b>	<b>19,561,202</b>	<b>24,854,387</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Charges for Services	22,359,648	22,636,042	25,249,824
Investment Earnings	24,071	70,758	90,000
Miscellaneous Revenue	345,379	-	-
<b>Special Programs Revenue Sub-Total</b>	<b>22,729,098</b>	<b>22,706,800</b>	<b>25,339,824</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	(9,794,737)	1,359,895	1,720,966
<b>Fund Balance Decrease/(Increase)</b>	3,226,043	(4,505,493)	(2,206,403)
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>16,160,404</b>	<b>19,561,202</b>	<b>24,854,387</b>
<b><u>Program Staffing FTEs</u></b>	<b>62.00</b>	<b>62.00</b>	<b>62.00</b>

## Program Summary

**Department:** Information Technology

**Program:** Information Technology

### Function

Manage the County Information Technology (IT) environment, and oversee IT Department administration. Develop and implement IT standards and security procedures. Manage franchise licensing and contract coordination for cable, fiber, cellular, towers, and competitive local exchange carriers (CLEC). Coordinate Pima County IT activities with various agencies and the general public. Coordinate and manage county-wide Geographic Information Systems (GIS) functions.

### 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, CLEC, and cable companies, using County facilities and rights of way. Coordinate all County GIS services. Develop and implement IT standards and security procedures and practices.

### Program Goals & Objectives

- Provide project management services to effectively intake and complete customers prioritized project needs
- GIS: obtain, convert, and maintain geographic data to provide this information to the general public, County departments, and private agencies
  - Provide up-to-date GIS data, services, and applications
- Educate and protect county employees and data assets from cyber threats and attacks

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Projects committed versus completed	97%	85%	85%
GIS requested data provided and delivery of projects within committed time frame	90%	80%	80%
Security campaign activities performed county wide	10	10	10

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	11,953,933	15,524,991	16,383,229
Operating Expenses	4,187,258	5,551,712	6,093,291
<b>Total Program Expenditures</b>	<b>16,141,191</b>	<b>21,076,703</b>	<b>22,476,520</b>

### Program Funding by Source

<b>Revenues</b>			
Miscellaneous Revenue	783,519	732,164	732,164
<b>Operating Revenue Sub-Total</b>	<b>783,519</b>	<b>732,164</b>	<b>732,164</b>
<b>General Fund Support</b>	15,357,672	20,344,539	21,744,356
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>16,141,191</b>	<b>21,076,703</b>	<b>22,476,520</b>

<b>Program Staffing FTEs</b>	<b>132.00</b>	<b>164.00</b>	<b>161.00</b>
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## Program Summary

**Department:** Information Technology

**Program:** Telecommunications

### Function

Information Technology (IT) provides 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.

### 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. 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.

### Program Goals & Objectives

- 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 each incident: Critical - 4 hours, High - 24 hours, or Normal - 4 days
- Outages should run concurrent with Network outages in IT Computer Hardware Software program whenever possible (includes one outage per month and no more than two additional outages for potential unforeseen issues that may arise)
- Maintain full and consistent network and internet availability 24 hours/365 days per year (excluding scheduled maintenance or force majeure outages)
  - Achieve 99% network/internet availability (excluding scheduled maintenance or force majeure outages)
  - Schedule monthly system outages for maintenance
  - Continue to increase County owned fiber

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Response and resolution times within appropriate guidelines for critical, high, and normal incidents	100%	100%	100%
Network/internet availability (excluding scheduled maintenance or force majeure outages)	99%	99%	99%
Scheduled Telecom system outages per year for maintenance and upgrade/updates.	12	14	14

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,339,637	1,461,136	1,534,201
Operating Expenses	3,313,099	2,899,702	3,005,627
Contra Expense	(514,271)	-	-
Depreciation	1,164,843	1,430,216	1,430,216
Gain or Loss on Disposal of Assets	181	-	-
<b>Total Program Expenditures</b>	<b>5,303,489</b>	<b>5,791,054</b>	<b>5,970,044</b>

### Program Funding by Source

#### Revenues

Charges for Services	7,401,420	7,653,360	6,817,140
Investment Earnings	23,808	45,925	14,000

<b>Special Programs Revenue Sub-Total</b>	<b>7,425,228</b>	<b>7,699,285</b>	<b>6,831,140</b>
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<b>General Fund Support</b>	-	-	-
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## Program Summary

Department: Information Technology

Program: Telecommunications

Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(2,121,739)	(1,908,231)	(861,096)
Other Funding Sources	-	-	-
Total Program Funding	<u>5,303,489</u>	<u>5,791,054</u>	<u>5,970,044</u>
Program Staffing FTEs	14.00	14.00	14.00

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## OFFICE OF EMERGENCY MANAGEMENT & HOMELAND SECURITY

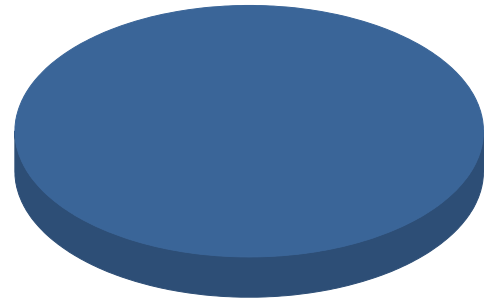
Expenses 2,233,520

Revenues 875,652

FTEs 8.00

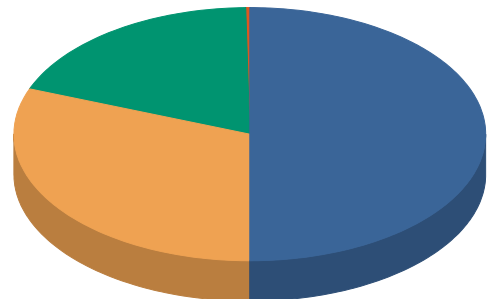
### Expenditures By Program

■ Emergency Management & Homeland Security	100.00%
Total:	100.00%



### Sources of All Funding

■ General Fund Support	50.13%
■ Department Revenue	30.76%
■ Operating Transfers In	18.82%
■ Fund Balance Support	0.29%
Total:	100.00%



#### Function Statement:

Establish and maintain the highest possible quality of emergency prevention, protection, 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 conducting of trainings and exercises; maintenance of state-of-the-art Emergency Operations Center; and coordination and communications with all departments within Pima County, emergency response agencies at the local, state, tribal, and federal level, and the public at large.

#### Mandates:

A.R.S. Title 26, Chapter 2: Emergency Management

## Department Summary by Program

Department: Office of Emergency Management & Homeland Security

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Emergency Management & Homeland Security	2,133,651	2,162,986	2,233,520
<b>Total Expenditures</b>	<b>2,133,651</b>	<b>2,162,986</b>	<b>2,233,520</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Emergency Management & Homeland Security	609,237	881,168	875,652
<b>Total Revenues</b>	<b>609,237</b>	<b>881,168</b>	<b>875,652</b>
General Fund Support	996,842	1,332,841	1,426,900
Net Operating Transfers In/(Out)	290,036	(51,023)	(77,296)
Fund Balance Decrease/(Increase)	237,536	-	8,264
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>2,133,651</b>	<b>2,162,986</b>	<b>2,233,520</b>
<b><u>Staffing (FTEs) by Program</u></b>			
Emergency Management & Homeland Security	8.00	8.00	8.00
<b>Total Staffing (FTEs)</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>



## Program Summary

**Department:** Office of Emergency Management & Homeland Security

**Program:** Emergency Management & Homeland Security

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### Function

Provide 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 Military Affairs and Emergency Management, as well as various directives from the United States 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

- Maintain comprehensive, coordinated County emergency response plans to protect, prevent, mitigate, respond, and recover from disasters and emergencies
  - Provide regular, quality training in emergency management mission areas to response agencies at all levels, and to other stakeholders such as community support organizations
  - 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, private entities and citizens
    - Implement the National Incident Management System Incident Command principals
    - Maintain the EOC in a state of constant readiness
    - Open and make operational the EOC within one hour of notification
    - Ensure that the state version of WebEOC is configured for Pima County jurisdictions and tribes to manage their own incidents, and to share information and/or coordinate with the County
    - Update the identification and resource typing of assets within Pima County, and incorporate resource management concepts such as typing, inventorying, and cataloging
  - Provide jurisdictions within Pima County with 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
  - 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
  - Maintain and manage the Everbridge Mass Notification system for geography-based emergency announcements and non-emergency messages targeting all citizens of Pima County, and for work related notifications to employees of Pima County and its jurisdictions, fire district, and tribal entities
- 

Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
Number of existing plans updated	4	5	4
Number of public education and awareness, and community activities	53	62	67
Number of training classes conducted in Pima County (FY2020/21 "Actual" number is due to COVID-19)	2	25	25
Number of training exercises attended	51	52	55

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## Program Summary

**Department:** Office of Emergency Management & Homeland Security

**Program:** Emergency Management & Homeland Security

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	841,999	832,132	927,761
Operating Expenses	1,291,652	1,234,762	1,231,667
Capital Equipment > \$5,000	-	96,092	74,092
<b>Total Program Expenditures</b>	<b>2,133,651</b>	<b>2,162,986</b>	<b>2,233,520</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	609,237	881,168	875,652
<b>Grant Revenue Sub-Total</b>	<b>609,237</b>	<b>881,168</b>	<b>875,652</b>
<b>General Fund Support</b>	996,842	1,332,841	1,426,900
<b>Net Operating Transfers In/(Out)</b>	290,036	(51,023)	(77,296)
<b>Fund Balance Decrease/(Increase)</b>	237,536	-	8,264
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>2,133,651</b>	<b>2,162,986</b>	<b>2,233,520</b>
<b><u>Program Staffing FTEs</u></b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

## PROCUREMENT

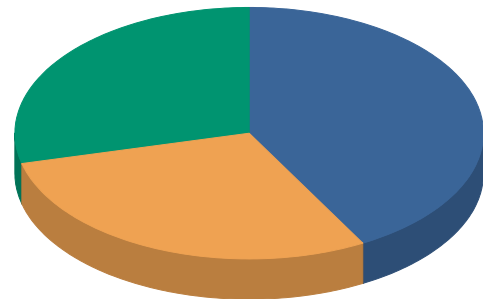
Expenses 2,979,413

Revenues -

FTEs 31.00

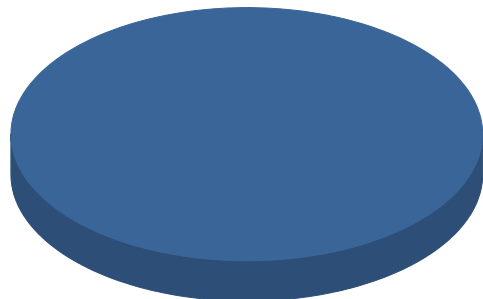
### Expenditures By Program

■ Materials & Services	41.85%
■ Design & Construction	29.16%
■ Administration	28.99%
Total:	100.00%



### Sources of All Funding

■ General Fund Support	100.00%
Total:	100.00%



#### Function Statement:

Procure all materials and services, including design and construction, for Pima County departments, except as specified by delegation pursuant to the Procurement Code or under the small purchase policy. Administer the County Small Business Enterprise and Disadvantaged Business Enterprise programs in accordance with County Code requirements for outreach, price preference, subcontractor goals, and compliance review. Ensure compliance with Code Ordinance, Chapter 11.38, Pima County Living Wage through assistance, review, and monitoring of eligible Pima County contracts. Manage the disposition of surplus personal property and the County contracts including the review approval process, storage, and tracking of all County contracts. Provide vendor/business assistance and education to vendors concerning bid preparation, bonds and insurance, and the conduct of business with the County.

#### 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 Policy series

## Department Summary by Program

**Department: Procurement**

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Administration	762,325	795,792	863,677
Design & Construction	657,810	773,469	868,768
Materials & Services	1,077,677	1,093,478	1,246,968
<b>Total Expenditures</b>	<b><u>2,497,812</u></b>	<b><u>2,662,739</u></b>	<b><u>2,979,413</u></b>
General Fund Support	2,497,812	2,662,739	2,979,413
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>2,497,812</u></b>	<b><u>2,662,739</u></b>	<b><u>2,979,413</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administration	8.00	9.00	9.00
Design & Construction	8.00	9.00	9.00
Materials & Services	15.00	13.00	13.00
<b>Total Staffing (FTEs)</b>	<b><u>31.00</u></b>	<b><u>31.00</u></b>	<b><u>31.00</u></b>

# Program Summary

**Department:** Procurement

**Program:** Administration

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## Function

Provide the administrative functions of the department including maintenance of the online Procurement Manual, and compilation and submission of national Procurement award applications. Manage the Vendor Relations Program, Contracts Processing Program, and Purchasing Card (PCard) program and training program. Provide guidance, direction, and training to ensure compliance with policies and procedures.

## 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. Central contact for all Information Technology-related issues such as computers and phone system. Maintain and update the department Internet and Intranet websites.

Vendor Relations Programs: Maintain and update the Pima County Vendor and Employee Records in AMS Advantage (AMS) 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. Oversee creation and modification of over 31,000 vendor records in AMS through Vendor Self Service (VSS). Create and modify policies and procedures for creating and modifying vendor records in AMS. Make recommendations for revisions/upgrades to VSS. Provide education to the Revenue Management Division on the creation of customer records. Provide education and vendor assistance through collaborative outreach events with state and local agencies. Assist vendors on outreach events with the process of how to do business with Pima County. Serve as Subject Matter Expert on countywide systems committee, Backup system administration to maintain and upgrade Procurement module of Countywide Enterprise Resource Planning (ERP) system. Assist with maintenance and control of central storage systems related to documentation for testing, upgrades, and modifications. Assist with development of process procedures and training of both procurement and County staff for ERP system.

Contracts Processing: 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 the countywide contract repository for the internal and external users. Maintain various OnBase document management types for internal users. Oversee contracts processing and enter relevant data into the County Enterprise Business System. Provide contracts processing training to departments as needed. Manage the disposition of surplus personal property.

PCard: Manage the PCard Payment Program to ensure the prudent expenditure of public funds, reduce staff time spent processing warrants, and optimize rebate revenues. Maintain the PCard website for card administrators and users. Maintain the countywide document repository for PCard statements and receipts. Coordinate with Auditor General and Internal Audit for all PCard audits. Develop and maintain interfaces with the banking vendor and central Information Technology Department for streamlined posting of expenditures and year-end processes. Develop and administer online training and testing for new/renewal cardholders and department PCard Administrators. Develop and maintain procedures for processes and compliance. Oversee PCard expenditures countywide for approximately 300 cardholders to ensure compliance to policy and procedure, monitor for unauthorized use of county funds, and recommend establishment of new countywide contracts. Advise PCard users and Department Administrators on policy and procedure related to PCard purchasing and direct them to the proper process. Administer the online purchasing databases for Amazon and Staples managing users and ship to locations resulting in efficient and consistent processes.

Training Program: Create and maintain an employee onboarding manual for newly hired Procurement staff. Assess the need for education, create, update and conduct a variety of in-person and virtual Procurement related trainings, education materials and presentations to Procurement staff and County client department staff. The curriculum must comply with applicable Procurement code, policy and procedures and optimize County objectives.

## Program Goals & Objectives

- Provide excellent customer service to the vendor community
  - Train staff on customer service and system processes and provide written guidance for vendors

## Program Summary

**Department: Procurement**

**Program: Administration**

- 
- Provide excellent customer service to County staff including contract processing guidance and training classes
    - Train staff on customer service and system processes and provide written guidance for departments
  - Receive procurement-related awards
    - Demonstrate a strong foundation of procurement principles and utilize best practices
  - Increase the percentage of new vendors registered via Vendor Self Service
    - Utilize technology solutions for efficiency and to expand vendor's access to Procurement related information
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Satisfaction rating of vendors in their interactions with Procurement staff and availability of resources (max of 5)	4	4	4
Overall satisfaction rating with the Administration Division quality of service (max of 5)	4	4	4
Quality Public Procurement Departments Award received	yes	yes	yes
Achievement of Excellence in Procurement Award received	yes	yes	yes
New vendors registered via VSS	58%	40%	50%

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	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	699,895	727,749	796,563
Operating Expenses	62,430	68,043	67,114
<b>Total Program Expenditures</b>	<b>762,325</b>	<b>795,792</b>	<b>863,677</b>
<b>General Fund Support</b>	762,325	795,792	863,677
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>762,325</b>	<b>795,792</b>	<b>863,677</b>

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<b>Program Staffing FTEs</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>
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# Program Summary

**Department:** Procurement

**Program:** Design & Construction

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## Function

Procure design, construction, and related services for all County departments under the authority of Title 34 Arizona Revised Statutes (ARS) and Board of Supervisor (Board) Policy D29.1. Consult with Public Works and Facilities Management departments regarding solicitations, project delivery methods, management, and contracts administration. Manage Pima County Business Enterprise and Living Wage Compliance programs as mandated by Pima County Code, Title 11 and 20. Create and modify Small Business Enterprise (SBE) and Living Wage Ordinances as necessary. Ensure compliance with the Living Wage Ordinance through assistance, review, and monitoring of eligible Pima County contracts. Assist Pima County departments with SBE compliance in design and construction projects and in the procurement of goods and services as well as Disadvantaged Business Enterprise (DBE) compliance in federally-funded design and construction projects. Monitor expenses and procurement opportunities offered in County SBE/DBE efforts.

## 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, Sustainability and Conservation, Information Technology, Community and Workforce Development, Stadium District, and the Regional Flood Control District. Identify salient issues and unique characteristics associated with each project. Work with the Deputy 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 craft appropriate documents to manage the contract and amendment/change order process for construction, architecture, engineering and related contracts. Ensure consistency with federal, state, and county law and policy.

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 or DBE 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. Review all County projects with SBE/DBE participation goals and track prime contractor performance, payments, and program compliance as outlined in Pima County Code, Title 20. 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.

Provide for compliance with Pima County Code, Title 11, Chapter 11.38, and Pima County Living Wage, 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.

Provide to all County departments formal training, guidance, and support regarding their procurement-related responsibilities.

Systems: Primary system administration to maintain and upgrade Procurement module of Countywide ERP system. Maintain and control central storage for systems related documentation for testing, upgrades, and modifications. Assist with development of process procedures and training of both procurement and County staff for ERP system. Maintain and update the department Internet and Intranet websites. Maintain the countywide contract online repository for internal and external users. Serve as a SME on countywide systems committee.

## Program Goals & Objectives

- Provide tactical and strategic guidance to all County departments to procure design, construction, and related services under the authority of Title 34 Arizona Revised Statutes and Board Policy D29.1
  - Provide procurement training for departmental staff

## Program Summary

**Department:** Procurement

**Program:** Design & Construction

- 
- Conduct the procurement of design and construction-related services for client departments in an efficient manner while maintaining regulatory compliance
    - Complete percent of requisitions within a specified timeframe
  - Provide excellent customer service to client departments
    - Train staff on best practices on Procurement processes
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Requisitions processed within the prescribed milestones	100%	95%	95%
Overall satisfaction rating with the service of the Design and Construction Division (max of 5)	4	5	5
Hours of training received per person	n/a	15	12

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	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	627,297	741,483	833,147
Operating Expenses	30,513	31,986	35,621
<b>Total Program Expenditures</b>	<b>657,810</b>	<b>773,469</b>	<b>868,768</b>
<b>General Fund Support</b>	657,810	773,469	868,768
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>657,810</b>	<b>773,469</b>	<b>868,768</b>

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<b>Program Staffing FTEs</b>	<b>8.00</b>	<b>9.00</b>	<b>9.00</b>
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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. Act as the central interpretive authority regarding Procurement policy, code, procedure, and practice. Provide procurement-related testing and training support to the Advantage system users as well as assist with the designing of reports, forms, and documents for new and existing processes and functionality.

### 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 optimizing the use of green attributes as deemed possible and practical. 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.

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. Promote the use of advanced and strategic practices and initiatives.

Provide to all County departments templates, guidance, instructions and recommendations in support of procurement-related responsibilities. Assist with the development of contract/solicitation specifications which significantly and beneficially impact costs and supplier performance to ensure compliance with procurement-related law, policy, and procedures. Perform periodic audits of operating department procurement and purchasing activities and provide guidance regarding desirable corrective actions to department directors and elected officials. Develop procurement procedures and make recommendations to the County Administrator regarding procurement-related processes and Administrative Procedures.

### Program Goals & Objectives

- Provide tactical and strategic guidance to all County departments to procure materials and services under the authority of Title 11 Arizona Revised Statutes
- Conduct the procurement of materials and services for the client departments in an effective manner while maintaining regulatory compliance
- Complete percentage of requisitions within a specified timeframe
- Provide excellent customer service to client departments
  - Train staff on best practices on Procurement processes

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Requisitions processed within the prescribed milestones	94%	95%	95%
Overall satisfaction rating with the service of the Materials and Services Division (max of 5)	4	4	4
Hours of training received per person	n/a	12	12

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,019,611	1,030,290	1,178,867
Operating Expenses	58,066	63,188	68,101
<b>Total Program Expenditures</b>	<b>1,077,677</b>	<b>1,093,478</b>	<b>1,246,968</b>
<b>General Fund Support</b>	1,077,677	1,093,478	1,246,968
<b>Net Operating Transfers In/(Out)</b>	-	-	-

## Program Summary

Department: Procurement

Program: Materials & Services

Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,077,677</u>	<u>1,093,478</u>	<u>1,246,968</u>
Program Staffing FTEs	15.00	13.00	13.00

## RECORDER

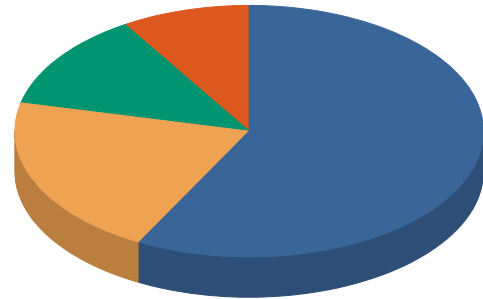
Expenses 9,105,236

Revenues 7,050,000

FTEs 96.75

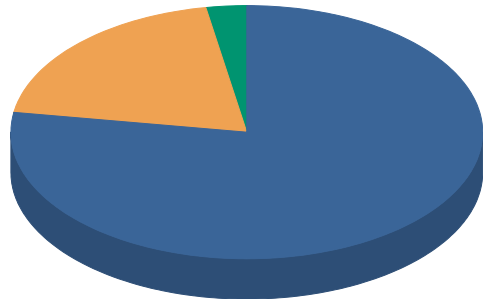
### Expenditures By Program

■ Voter Registration	57.69%
■ Recorder Division	20.80%
■ Information Services	12.59%
■ Administration	8.92%
Total:	100.00%



### Sources of All Funding

■ Department Revenue	77.42%
■ General Fund Support	19.87%
■ Fund Balance Support	2.71%
Total:	100.00%



### Function Statement:

The Recorder's Office (RE) is tasked by Arizona statutes with two distinct functions - Document Recording and Voter Services. The Recording function entails recording and maintaining public records. RE provides this public service to the residents of Pima County with prompt and efficient indexing of the recorded documents which makes them searchable to the public. Additionally, the RE is responsible for the permanent preservation of those documents by maintaining permanent film images of each page of every document presented for recording. Electronic images of the recorded documents must be easily accessed and retrieved by the public in compliance with the requirements of the applicable provisions of Title 11 of the Arizona Revised Statutes (ARS) and the applicable public records laws of Arizona. The Voter function includes provisions mandated by Title 16 and Title 19 of the ARS and federal law including the National Voter Registration Act. The main functions include maintaining the Pima County voter registration roll and conducting early voting. Within these responsibilities, RE maintain links and information sharing to the official statewide voter registration database. Other election related activities are mandated under the Help America Vote Act, the Uniformed and Overseas Citizen Absentee Voting Act (UOCAVA) and the Military and Overseas Voter Empowerment (MOVE) Act. We provide services to the public and other election agencies including the Pima County Elections Department.

### Mandates:

The Recording Division operates primarily under the mandates of Chapter 3, Article 3 of Title 11 of the ARS. The Voter Registration Division operates primarily under the mandates for voter registration, early voting and provisional ballot provisions of Title 16 of the ARS and the petition processing provisions of Title 19 of the ARS. In addition, the Voter Registration Division operates under provisions of the federal NVRA, the UOCAVA, the HAVA, the MOVE Act and related federal statutes, and the applicable provisions of the Arizona Secretary of State Election Procedures Manual

## Department Summary by Program

**Department: Recorder**

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Administration	616,626	595,727	812,056
Information Services	609,077	523,848	1,146,388
Recorder - Grants	1,515,055	-	-
Recorder Division	1,252,257	1,455,140	1,893,435
Voter Registration	3,217,440	4,969,377	5,253,357
<b>Total Expenditures</b>	<b><u>7,210,455</u></b>	<b><u>7,544,092</u></b>	<b><u>9,105,236</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Information Services	1,104,185	961,538	900,000
Recorder - Grants	1,620,139	-	-
Recorder Division	7,563,446	6,250,000	5,750,000
Voter Registration	222,763	300,000	400,000
<b>Total Revenues</b>	<b><u>10,510,533</u></b>	<b><u>7,511,538</u></b>	<b><u>7,050,000</u></b>
General Fund Support	(2,699,497)	466,744	1,808,848
Net Operating Transfers In/(Out)	(652)	3,500	-
Fund Balance Decrease/(Increase)	(599,929)	(437,690)	246,388
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>7,210,455</u></b>	<b><u>7,544,092</u></b>	<b><u>9,105,236</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administration	4.00	5.00	8.00
Information Services	5.00	5.00	6.00
Recorder Division	21.48	21.00	23.00
Voter Registration	52.00	52.00	59.75
<b>Total Staffing (FTEs)</b>	<b><u>82.48</u></b>	<b><u>83.00</u></b>	<b><u>96.75</u></b>

## Program Summary

**Department:** Recorder

**Program:** Administration

### Function

Provide management, budget oversight, and resource procurement, including employees and training, for the Recorder Division, Voter Registration Division, and Information Services Group in the Records Department.

### Description of Services

Ensure compliance with statutory mandates, and set policies for the department and the implementation of those policies. Hire, supervise, provide a training program, monitor, and evaluate department personnel. Oversee the budget, and monitor the use of public funds in both revenues and expenditures. Purchase adequate resources, to include 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 office functions.

### Program Goals & Objectives

- 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
- Ensure statutory mandates are met at all times in both the Document Recording Division and Voter Registration Division

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Ensure statutory mandates under Titles 16 and 19 of the Arizona Revised Statutes (ARS) are met	100%	100%	100%
Ensure statutory mandates under ARS Title 11 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%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	573,019	526,827	783,470
Operating Expenses	43,607	68,900	28,586
<b>Total Program Expenditures</b>	<b>616,626</b>	<b>595,727</b>	<b>812,056</b>
<b>General Fund Support</b>	616,626	595,727	812,056
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>616,626</b>	<b>595,727</b>	<b>812,056</b>

<b>Program Staffing FTEs</b>	<b>4.00</b>	<b>5.00</b>	<b>8.00</b>
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# Program Summary

**Department:** Recorder

**Program:** Information Services

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## 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 hours 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 the operation of the system and the proper storage of all data, and 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

- Perform annual evaluation and upgrades to the database and operating system software and hardware as required by manufacturer or developer modification and updates
  - Make necessary program modifications to apply statutory changes implemented at the state and federal level as well as what is necessary to provide election services to local jurisdictions
  - Store and preserve electronic images of all documents submitted for recording to allow for electronic retrieval of the images by the public
  - Continue to modernize the Document Recording Division and the Voter Registration Division production systems in the future by keeping the database platforms secure and upgrade program applications as necessary
  - Keep the Recorder's Office computer system operational with minimal to zero unplanned downtime
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Computer system maintenance 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	98%	98%	98%
Computer system maintained and upgraded for most efficient operations possible	100%	100%	100%

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## Program Summary

Department: Recorder

Program: Information Services

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	520,180	523,848	646,388
Operating Expenses	72,251	-	365,000
Capital Equipment > \$5,000	16,646	-	135,000
<b>Total Program Expenditures</b>	<b>609,077</b>	<b>523,848</b>	<b>1,146,388</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Charges for Services	1,094,864	961,538	900,000
Investment Earnings	9,321	-	-
<b>Special Programs Revenue Sub-Total</b>	<b>1,104,185</b>	<b>961,538</b>	<b>900,000</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	(495,108)	(437,690)	246,388
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>609,077</b>	<b>523,848</b>	<b>1,146,388</b>
<b><u>Program Staffing FTEs</u></b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>

## Program Summary

**Department:** Recorder

**Program:** Recorder - Grants

### Function

This program has been discontinued. This page is provided for informational purposes only.

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	1,367,674	-	-
Operating Expenses	147,381	-	-
<b>Total Program Expenditures</b>	<b>1,515,055</b>	-	-
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	667,551	-	-
Miscellaneous Revenue	952,588	-	-
<b>Grant Revenue Sub-Total</b>	<b>1,620,139</b>	-	-
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	(652)	-	-
<b>Fund Balance Decrease/(Increase)</b>	(104,432)	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>1,515,055</b>	-	-



## Program Summary

**Department:** Recorder

**Program:** Recorder Division

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### 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 (ARS). 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 ARS Title 11. 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

- 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
  - Collect all required statutory fees and account for them properly with daily audits of receipts for each employee
  - Make an electronic digitized image of all documents accepted for recording in paper format. 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
  - 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
  - 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
  - Conduct a full secondary check by another operator to ensure indexing accuracy within two business days of receipt of the document
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Percent that documents presented for recording are reviewed and entered in the computer system on the date of receipt	100%	100%	100%
All data entry information is reviewed for accuracy (second check)	100%	100%	100%
Data entry accuracy rate of 100% is achieved	100%	100%	100%
All appropriate documents are returned by mail or private/commercial courier	100%	100%	100%
Days to complete data entry with a second check processing of all recorded documents	2	2	2
Public walk-in customers served within 5 minutes of arrival in office	100%	100%	100%

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## Program Summary

Department: Recorder

Program: Recorder Division

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	1,168,730	1,129,710	1,533,860
Operating Expenses	83,527	325,430	349,575
Capital Equipment > \$5,000	-	-	10,000
<b>Total Program Expenditures</b>	<b>1,252,257</b>	<b>1,455,140</b>	<b>1,893,435</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Charges for Services	7,563,411	6,250,000	5,750,000
Miscellaneous Revenue	35	-	-
<b>Operating Revenue Sub-Total</b>	<b>7,563,446</b>	<b>6,250,000</b>	<b>5,750,000</b>
<b>General Fund Support</b>	<b>(6,311,189)</b>	<b>(4,798,360)</b>	<b>(3,856,565)</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>3,500</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>1,252,257</b>	<b>1,455,140</b>	<b>1,893,435</b>
<b><u>Program Staffing FTEs</u></b>	<b>21.48</b>	<b>21.00</b>	<b>23.00</b>

## Program Summary

**Department:** Recorder

**Program:** Voter Registration

---

### Function

Maintain an accurate and efficient voter registration roll for all Pima County voters, and conduct early voting activities in a prompt, efficient, and secure manner, in compliance with all state and federal laws. Process provisional ballots promptly and accurately following any polling place election.

### Description of Services

Provide accurate 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 in compliance with 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 Arizona Revised Statute Titles 16 and 19, and various other state and federal election laws, rules, and mandates.

### Program Goals & Objectives

- 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
  - 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
  - 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
  - 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
  - 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 perform regular testing of voter addresses through the Postal Service National Change of Address database and other mailing processes as authorized under state and federal law
  - 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
  - Within time limits set by state and federal mandates, mail an early ballot to any eligible Pima County voter who timely requests an early ballot for an election. Within the time limits set by state and federal law, electronically transmit ballots to eligible military and overseas voters who request an absentee ballot by electronic transmission methods
- 

Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
Voter registration forms processed accurately and in a timely fashion	100%	100%	100%
Early ballots issued, mailed, and validated within statutory deadlines	100%	100%	100%
Petitions received by the office are properly reviewed and validated in compliance with statutory mandates	100%	100%	100%
Voter roll list maintenance, including address testing, removal of deceased or cancelled voters performed as required under state and federal mandates	100%	100%	100%
Eligible early voters are provided with prompt and accurate service, including issues of the correct ballot	100%	100%	100%

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## Program Summary

Department: Recorder

Program: Voter Registration

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	1,193,626	2,822,173	2,651,385
Operating Expenses	1,979,676	2,147,204	2,526,972
Capital Equipment > \$5,000	44,138	-	75,000
<b>Total Program Expenditures</b>	<b>3,217,440</b>	<b>4,969,377</b>	<b>5,253,357</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Charges for Services	221,943	-	100,000
Miscellaneous Revenue	10	-	-
<b>Operating Revenue Sub-Total</b>	<b>221,953</b>	<b>-</b>	<b>100,000</b>
Intergovernmental	422	300,000	300,000
Investment Earnings	388	-	-
<b>Grant Revenue Sub-Total</b>	<b>810</b>	<b>300,000</b>	<b>300,000</b>
<b>General Fund Support</b>	<b>2,995,066</b>	<b>4,669,377</b>	<b>4,853,357</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(389)</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>3,217,440</b>	<b>4,969,377</b>	<b>5,253,357</b>
<b><u>Program Staffing FTEs</u></b>	<b>52.00</b>	<b>52.00</b>	<b>59.75</b>

## ROCKING K SOUTH CFD

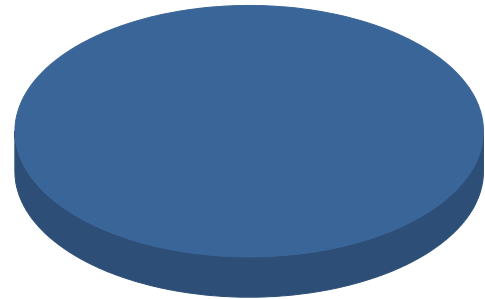
Expenses 4,151,842

Revenues 112,493

FTEs -

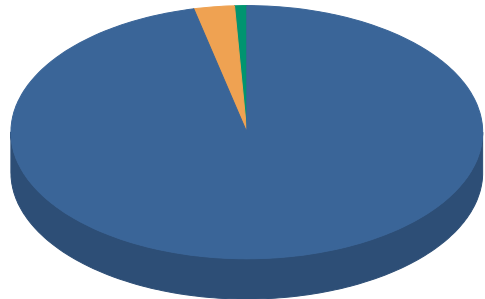
### Expenditures By Program

■ Rocking K South CFD	100.00%
Total:	100.00%



### Sources of All Funding

■ Other Financing Sources/Bond/COPS Proceeds	96.34%
■ Department Revenue	2.71%
■ Fund Balance Support	0.95%
Total:	100.00%



#### Function Statement:

This Community Facilities District is formed to purchase infrastructure of the Rocking K South master planned development through the issuance of bonds and to fund the operation, maintenance, and administration of the District through the levy of ad valorem tax on property in the District.

#### Mandates:

None

## Department Summary by Program

Department:   Rocking K South CFD

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Rocking K South CFD	108,804	1,531,155	4,151,842
<b>Total Expenditures</b>	<b>108,804</b>	<b>1,531,155</b>	<b>4,151,842</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Rocking K South CFD	14,234	31,155	112,493
<b>Total Revenues</b>	<b>14,234</b>	<b>31,155</b>	<b>112,493</b>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(43,430)	-	39,349
Other Funding Sources	138,000	1,500,000	4,000,000
<b>Total Program Funding</b>	<b>108,804</b>	<b>1,531,155</b>	<b>4,151,842</b>
<b><u>Staffing (FTEs) by Program</u></b>			
<b>Total Staffing (FTEs)</b>			

## Program Summary

**Department:** Rocking K South CFD

**Program:** Rocking K South CFD

### Function

This Community Facilities District is formed to purchase infrastructure of the Rocking K South master plan development through the issuance of bonds, and to fund the operation, maintenance, and administration of the District through the levy of ad valorem tax on property in the District.

### Description of Services

Execute the Development and Intergovernmental Agreement, which identifies the eligible infrastructure, how the infrastructure could be purchased, the debt that may be issued, the tax that may be levied, and the operational support that may be provided to the District by the County. Call for an election of the District voters to authorize District tax levies and District debt. Issue District general obligation debt to purchase completed roads, sewer systems, parks, and other public infrastructure from the developer as identified in the District's Master Plan.

### Program Goals & Objectives

- Ensure that the District pays competitively procured prices for acceptable infrastructure that is in line with Pima County's Comprehensive Plan
- Require that the developer comply with both the state and County procurement requirements when designing and constructing the eligible infrastructure
- Ensure that the District is fiscally sound by supporting its operations with an operations and maintenance tax and only issuing debt that can readily be paid by the district debt service tax

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	-	38,231	38,231
Operating Expenses	-	1,311,491	3,919,993
Debt Service	108,804	181,433	193,618
<b>Total Program Expenditures</b>	<b>108,804</b>	<b>1,531,155</b>	<b>4,151,842</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Property Taxes	14,136	21,155	111,963
Investment Earnings	98	10,000	530
<b>Operating Revenue Sub-Total</b>	<b>14,234</b>	<b>31,155</b>	<b>112,493</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	(43,430)	-	39,349
<b>Other Funding Sources</b>	138,000	1,500,000	4,000,000
<b>Total Program Funding</b>	<b>108,804</b>	<b>1,531,155</b>	<b>4,151,842</b>

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## TREASURER

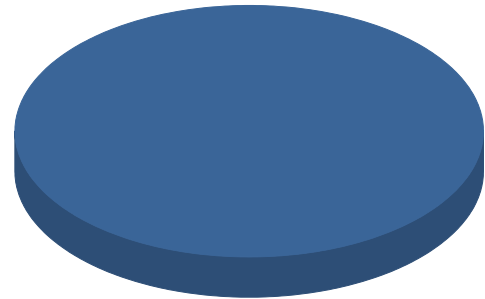
Expenses 3,159,006

Revenues 86,000

FTEs 31.50

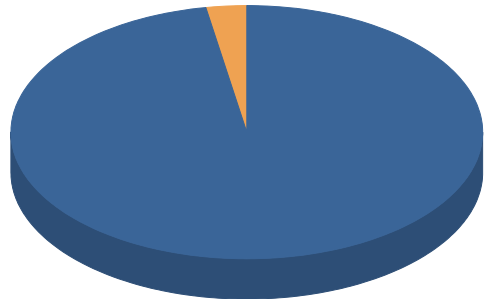
### Expenditures By Program

■ Treasurer Operations	100.00%
Total:	100.00%



### Sources of All Funding

■ General Fund Support	97.28%
■ Department Revenue	2.72%
Total:	100.00%



### Function Statement:

The Pima County Treasurer's office serves as Treasurer of Pima County and its political subdivisions. Custodian of public funds and ex-officio tax collector are the basic responsibilities of the Treasurer. Duties include custody, collection, disbursement and investment of public funds, the collection and distribution of property taxes, and other duties defined by Arizona Revised Statutes.

### Mandates:

ARS Title 11: Counties; Title 35: Public Finances; and Title 42: Taxation

## Department Summary by Program

Department: Treasurer

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Treasurer Operations	2,605,787	2,640,591	3,159,006
<b>Total Expenditures</b>	<b><u>2,605,787</u></b>	<b><u>2,640,591</u></b>	<b><u>3,159,006</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Treasurer Operations	125,223	86,000	86,000
<b>Total Revenues</b>	<b><u>125,223</u></b>	<b><u>86,000</u></b>	<b><u>86,000</u></b>
General Fund Support	2,297,114	2,556,591	3,075,006
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	183,450	(2,000)	(2,000)
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>2,605,787</u></b>	<b><u>2,640,591</u></b>	<b><u>3,159,006</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Treasurer Operations	32.50	32.50	31.50
<b>Total Staffing (FTEs)</b>	<b><u>32.50</u></b>	<b><u>32.50</u></b>	<b><u>31.50</u></b>

## Program Summary

**Department:** Treasurer

**Program:** Treasurer Operations

### Function

Treasurer serves as 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 five minutes or less

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Percentage of payments processed through automated methods	87%	90%	90%
Months meeting or exceeding investment benchmarks	12	12	12
Average wait time for customer phone calls less than 5 minutes	85%	85%	85%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,792,267	2,269,235	2,646,407
Operating Expenses	544,211	371,356	512,599
Capital Equipment > \$5,000	269,309	-	-
<b>Total Program Expenditures</b>	<b>2,605,787</b>	<b>2,640,591</b>	<b>3,159,006</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Miscellaneous Revenue	30,760	-	-
<b>Operating Revenue Sub-Total</b>	<b>30,760</b>	<b>-</b>	<b>-</b>
Charges for Services	28,095	50,000	50,000
Investment Earnings	3,491	1,000	1,000
Miscellaneous Revenue	62,877	35,000	35,000
<b>Special Programs Revenue Sub-Total</b>	<b>94,463</b>	<b>86,000</b>	<b>86,000</b>
<b>General Fund Support</b>	<b>2,297,114</b>	<b>2,556,591</b>	<b>3,075,006</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>183,450</b>	<b>(2,000)</b>	<b>(2,000)</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>2,605,787</b>	<b>2,640,591</b>	<b>3,159,006</b>

<b>Program Staffing FTEs</b>	<b>32.50</b>	<b>32.50</b>	<b>31.50</b>
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## WIRELESS INTEGRATED NETWORK

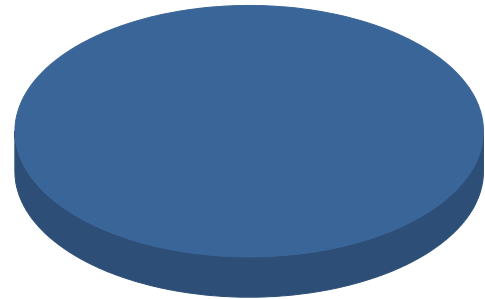
Expenses 4,855,410

Revenues 4,437,279

FTEs 13.00

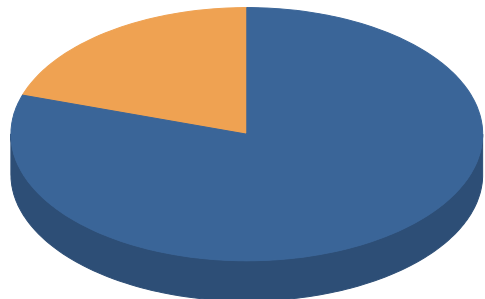
### Expenditures By Program

■ Wireless Integrated Network	100.00%
Total:	100.00%



### Sources of All Funding

■ Department Revenue	79.87%
■ Fund Balance Support	20.13%
Total:	100.00%



### Function Statement:

Administer one of the nation's most advanced public safety radio systems on behalf of a twenty-two (22) member Pima County Cooperative. Accomplish this task through effective administration as well as network management and subscriber services.

### Mandates:

None

## Department Summary by Program

**Department:**    **Wireless Integrated Network**

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Wireless Integrated Network	3,146,076	3,767,770	4,855,410
<b>Total Expenditures</b>	<b><u>3,146,076</u></b>	<b><u>3,767,770</u></b>	<b><u>4,855,410</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Wireless Integrated Network	4,355,513	4,255,112	4,437,279
<b>Total Revenues</b>	<b><u>4,355,513</u></b>	<b><u>4,255,112</u></b>	<b><u>4,437,279</u></b>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	(560,000)	(700,000)
Fund Balance Decrease/(Increase)	(1,209,437)	72,658	1,118,131
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>3,146,076</u></b>	<b><u>3,767,770</u></b>	<b><u>4,855,410</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Wireless Integrated Network	12.00	12.00	13.00
<b>Total Staffing (FTEs)</b>	<b><u>12.00</u></b>	<b><u>12.00</u></b>	<b><u>13.00</u></b>

## Program Summary

**Department:** Wireless Integrated Network

**Program:** Wireless Integrated Network

---

### Function

Administer one of the nation's most advanced public safety radio system on behalf of a twenty-two (22) member Pima County Cooperative. Accomplish this task through effective administration, as well as network management and subscriber services.

### Description of Services

Manage the operation of the Pima County Wireless Integrated Network (PCWIN) 800 MHZ Radio System and cooperative. Manage a twelve (12) person department responsible for the administration and maintenance of the radio system and subscriber units. Create, execute, and report the Special Revenue Fund and Internal Service Fund budgets to Pima County, and the PCWIN Board of Directors.

### Program Goals & Objectives

- Annual preventative maintenance is performed on all PCWIN radio sites and subscribers
  - Maintain an accurate inventory of network components and subscriber units
  - Prepare and submit monthly and quarterly billing to Finance
  - Maintain the radio system in a high state of availability
  - Budgets are maintained accurately, in accordance with local, state, and federal guidelines
  - Infrastructure and subscriber equipment inventories are maintained accurately
  - Contracts and agreements are accurate and up to date
- 

Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
Radio system uptime is maintained at 99.999%	100%	100%	100%
Annual budget passes internal and external audit	100%	100%	100%
Monthly and quarterly billing is submitted on time	100%	100%	100%
Annual maintenance is performed on 100% of subscribers	100%	100%	100%
Annual maintenance is performed on 100% of infrastructure	100%	100%	100%
Quarterly and annual equipment in inventory is 98% accurate	100%	100%	100%
Membership, subscriber, and vendor contracts are current	100%	100%	100%

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## Program Summary

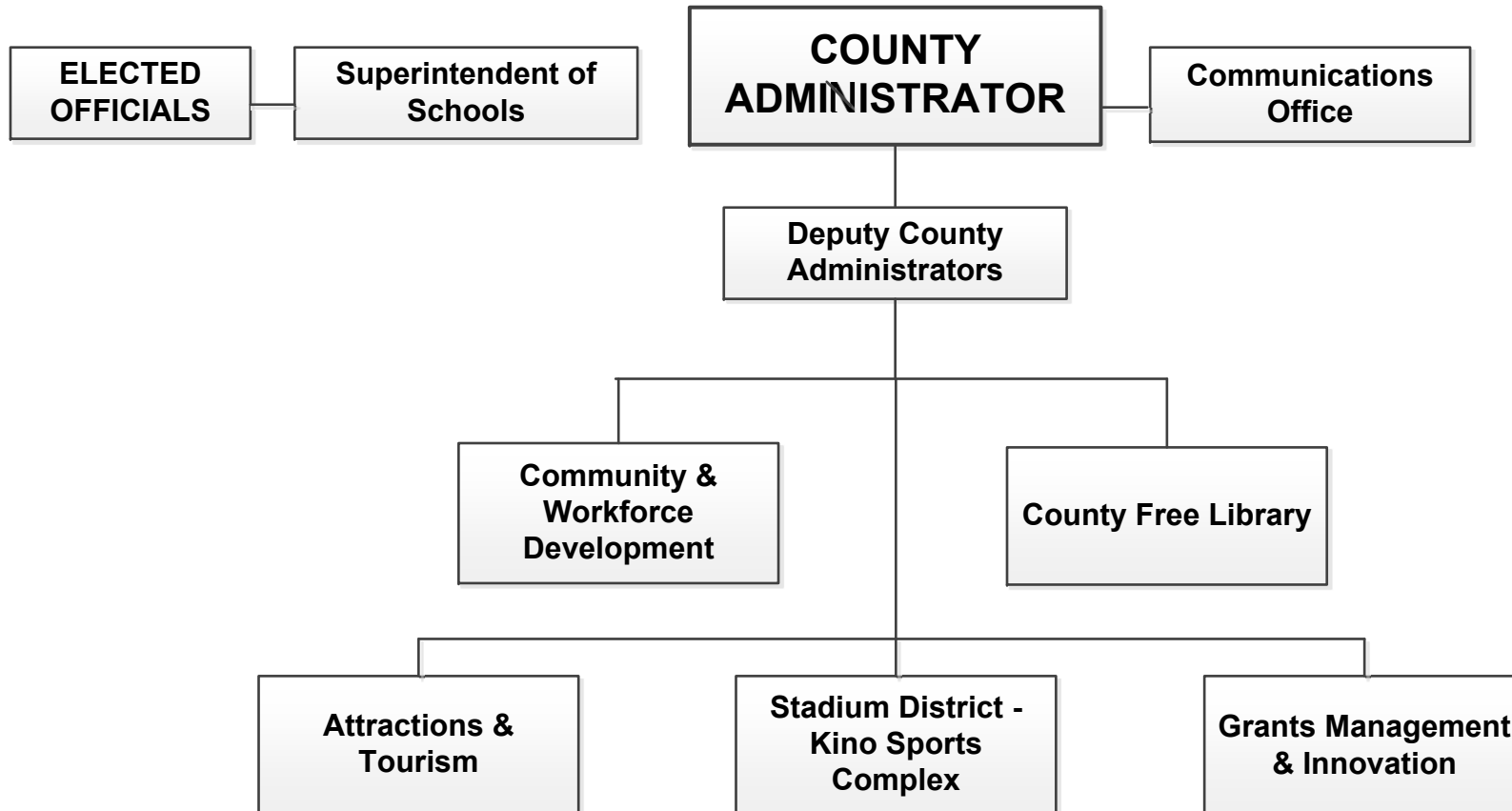
Department: Wireless Integrated Network

Program: Wireless Integrated Network

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	1,244,115	1,263,033	1,398,918
Operating Expenses	1,858,969	2,312,699	2,426,055
Capital Equipment > \$5,000	9,821	173,610	1,060,118
Contra Expense	-	-	(45,000)
Depreciation	33,171	18,428	15,319
<b>Total Program Expenditures</b>	<b>3,146,076</b>	<b>3,767,770</b>	<b>4,855,410</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Charges for Services	3,686,457	3,674,544	3,806,856
Investment Earnings	26,657	13,191	17,643
Miscellaneous Revenue	79,405	65,677	82,141
<b>Operating Revenue Sub-Total</b>	<b>3,792,519</b>	<b>3,753,412</b>	<b>3,906,640</b>
Charges for Services	559,605	496,900	529,440
Investment Earnings	3,389	4,800	1,199
<b>Special Programs Revenue Sub-Total</b>	<b>562,994</b>	<b>501,700</b>	<b>530,639</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	(560,000)	(700,000)
<b>Fund Balance Decrease/(Increase)</b>	(1,209,437)	72,658	1,118,131
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>3,146,076</b>	<b>3,767,770</b>	<b>4,855,410</b>
<b><u>Program Staffing FTEs</u></b>	<b>12.00</b>	<b>12.00</b>	<b>13.00</b>



# COMMUNITY RESOURCES ORGANIZATION CHART



Community Resources Organization Chart July 01, 2022

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**Pima County**  
**Summary of Expenditures by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Expenditures</b>
<b><u>COMMUNITY RESOURCES</u></b>						
<b>Attractions &amp; Tourism</b>						
Attractions & Tourism	-	2,029,314	-	-	-	2,029,314
<b>Total Attractions &amp; Tourism</b>	-	<b>2,029,314</b>	-	-	-	<b>2,029,314</b>
<b>Communications Office</b>						
Communications Office	1,414,461	-	-	-	-	1,414,461
Graphic Services	2,012,989	-	-	-	-	2,012,989
<b>Total Communications Office</b>	<b>3,427,450</b>	-	-	-	-	<b>3,427,450</b>
<b>Community &amp; Workforce Development</b>						
Community Development	-	14,118,560	-	-	-	14,118,560
Community Services	209,214	32,860,261	-	-	-	33,069,475
Homeless Services	516,619	7,135,335	-	-	-	7,651,954
Innovations	218,331	-	-	-	-	218,331
Operations Group	4,207,239	-	-	-	-	4,207,239
Outside Agencies	3,454,163	-	-	-	-	3,454,163
Workforce Development Group	819,629	14,687,262	-	-	-	15,506,891
Youth Development Group	3,874,624	1,458,431	-	-	-	5,333,055
<b>Total Community &amp; Workforce Development</b>	<b>13,299,819</b>	<b>70,259,849</b>	-	-	-	<b>83,559,668</b>
<b>County Free Library</b>						
Administration	-	4,605,045	-	-	-	4,605,045
Library-Community Services	-	777,902	-	-	-	777,902
Public Services	-	24,465,197	-	-	-	24,465,197
Support Services	-	16,752,493	-	-	-	16,752,493
<b>Total County Free Library</b>	-	<b>46,600,637</b>	-	-	-	<b>46,600,637</b>

**Pima County**  
**Summary of Expenditures by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Expenditures</b>
<b>Grants Management &amp; Innovation</b>						
Administration	1,278,755	-	-	-	-	1,278,755
Development	842,100	-	-	-	-	842,100
Finance	2,542,187	-	-	-	-	2,542,187
Grants	-	107,835,985	-	-	-	107,835,985
Research & Analysis	592,840	-	-	-	-	592,840
<b>Total Grants Management &amp; Innovation</b>	<b>5,255,882</b>	<b>107,835,985</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>113,091,867</b>
<b>School Superintendent</b>						
Accounting	654,807	-	-	-	-	654,807
Administration	934,886	-	-	-	-	934,886
Educational Services	1,040,707	-	-	-	-	1,040,707
Pima Special Programs	-	417,765	-	-	-	417,765
School Reserve Accommodation School	-	1,386,610	-	-	-	1,386,610
<b>Total School Superintendent</b>	<b>2,630,400</b>	<b>1,804,375</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,434,775</b>
<b>Stadium District-Kino Sports Complex</b>						
Stadium District Operations	-	8,824,807	-	-	-	8,824,807
<b>Total Stadium District-Kino Sports Complex</b>	<b>-</b>	<b>8,824,807</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8,824,807</b>
<b>TOTAL COMMUNITY RESOURCES</b>	<b>24,613,551</b>	<b>237,354,967</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>261,968,518</b>

**Pima County**  
**Summary of Revenues by Fund and Program**  
**Fiscal Year 2022/2023**

Functional Area/Department/Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Revenues
<b><u>COMMUNITY RESOURCES</u></b>						
<b>Attractions &amp; Tourism</b>						
Attractions & Tourism	-	1,256,354	-	-	-	1,256,354
<b>Total Attractions &amp; Tourism</b>	-	<b>1,256,354</b>	-	-	-	<b>1,256,354</b>
<b>Communications Office</b>						
Graphic Services	305,000	-	-	-	-	305,000
<b>Total Communications Office</b>	<b>305,000</b>	-	-	-	-	<b>305,000</b>
<b>Community &amp; Workforce Development</b>						
Community Development	-	13,677,302	-	-	-	13,677,302
Community Services	-	32,624,802	-	-	-	32,624,802
Homeless Services	-	6,817,487	-	-	-	6,817,487
Operations Group	28,288	-	-	-	-	28,288
Workforce Development Group	-	15,174,071	-	-	-	15,174,071
Youth Development Group	-	1,821,380	-	-	-	1,821,380
<b>Total Community &amp; Workforce Development</b>	<b>28,288</b>	<b>70,115,042</b>	-	-	-	<b>70,143,330</b>
<b>County Free Library</b>						
Administration	-	54,823,104	-	-	-	54,823,104
Public Services	-	1,265,950	-	-	-	1,265,950
<b>Total County Free Library</b>	-	<b>56,089,054</b>	-	-	-	<b>56,089,054</b>
<b>Grants Management &amp; Innovation</b>						
Grants	-	121,404,590	-	-	-	121,404,590
<b>Total Grants Management &amp; Innovation</b>	-	<b>121,404,590</b>	-	-	-	<b>121,404,590</b>
<b>School Superintendent</b>						
Administration	305,000	-	-	-	-	305,000
Pima Special Programs	-	478,000	-	-	-	478,000
School Reserve Accommodation School	-	1,386,610	-	-	-	1,386,610
<b>Total School Superintendent</b>	<b>305,000</b>	<b>1,864,610</b>	-	-	-	<b>2,169,610</b>

**Pima County**  
**Summary of Revenues by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Revenues</b>
<b>Stadium District-Kino Sports Complex</b>						
Stadium District Operations	-	3,499,140	-	-	-	3,499,140
<b>Total Stadium District-Kino Sports Complex</b>	-	<b>3,499,140</b>	-	-	-	<b>3,499,140</b>
<b>TOTAL COMMUNITY RESOURCES</b>	<b>638,288</b>	<b>254,228,790</b>	-	-	-	<b>254,867,078</b>

**Pima County**  
**Summary of Full Time Equivalents by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total FTEs</b>
<b><u>COMMUNITY RESOURCES</u></b>						
<b>Attractions &amp; Tourism</b>						
Attractions & Tourism	-	9.53	-	-	-	9.53
<b>Total Attractions &amp; Tourism</b>	-	<b>9.53</b>	-	-	-	<b>9.53</b>
<b>Communications Office</b>						
Communications Office	17.00	-	-	-	-	17.00
Graphic Services	16.00	-	-	-	-	16.00
<b>Total Communications Office</b>	<b>33.00</b>	-	-	-	-	<b>33.00</b>
<b>Community &amp; Workforce Development</b>						
Community Development	-	7.00	-	-	-	7.00
Community Services	2.00	57.00	-	-	-	59.00
Homeless Services	1.00	13.00	-	-	-	14.00
Innovations	2.00	-	-	-	-	2.00
Operations Group	25.00	-	-	-	-	25.00
Outside Agencies	1.00	-	-	-	-	1.00
Workforce Development Group	-	48.38	-	-	-	48.38
Youth Development Group	46.56	12.00	-	-	-	58.56
<b>Total Community &amp; Workforce Development</b>	<b>77.56</b>	<b>137.38</b>	-	-	-	<b>214.94</b>
<b>County Free Library</b>						
Administration	-	7.00	-	-	-	7.00
Library-Community Services	-	11.00	-	-	-	11.00
Public Services	-	316.00	-	-	-	316.00
Support Services	-	32.50	-	-	-	32.50
<b>Total County Free Library</b>	-	<b>366.50</b>	-	-	-	<b>366.50</b>

**Pima County**  
**Summary of Full Time Equivalents by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total FTEs</b>
<b>Grants Management &amp; Innovation</b>						
Administration	5.00	-	-	-	-	5.00
Development	10.00	-	-	-	-	10.00
Finance	28.00	-	-	-	-	28.00
Grants	-	14.00	-	-	-	14.00
Research & Analysis	7.00	-	-	-	-	7.00
<b>Total Grants Management &amp; Innovation</b>	<b>50.00</b>	<b>14.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>64.00</b>
<b>School Superintendent</b>						
Accounting	7.00	-	-	-	-	7.00
Administration	4.60	-	-	-	-	4.60
Educational Services	6.95	-	-	-	-	6.95
Pima Special Programs	-	0.50	-	-	-	0.50
<b>Total School Superintendent</b>	<b>18.55</b>	<b>0.50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19.05</b>
<b>Stadium District-Kino Sports Complex</b>						
Stadium District Operations	-	64.74	-	-	-	64.74
<b>Total Stadium District-Kino Sports Complex</b>	<b>-</b>	<b>64.74</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>64.74</b>
<b>TOTAL COMMUNITY RESOURCES</b>	<b>179.11</b>	<b>592.64</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>771.75</b>

**NOTE: Slight FTE differences between reports are due to rounding**



## ATTRACTIONS & TOURISM

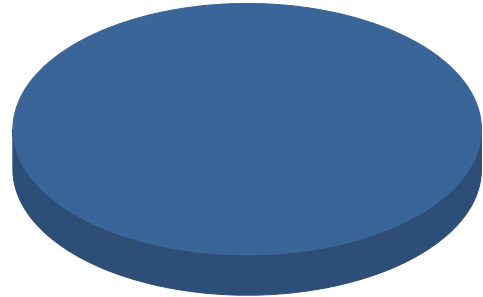
Expenses 2,029,314

Revenues 1,256,354

FTEs 9.53

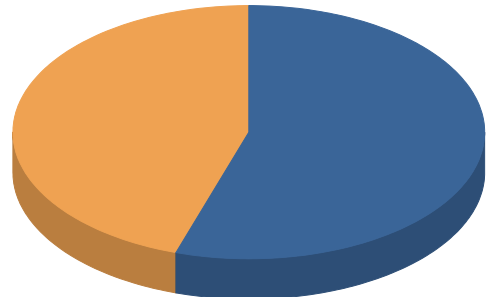
### Expenditures By Program

■ Attractions & Tourism 100.00%  
Total: 100.00%



### Sources of All Funding

■ Department Revenue 55.10%  
■ Operating Transfers In 44.90%  
Total: 100.00%



#### Function Statement:

Facilitate economic and tourism growth with a variety of 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 public and private sector partners bringing tourism and business growth to Pima County.

#### Mandates:

ARS Title 42, Chapter 6: Local Excise Taxes

## Department Summary by Program

Department: Attractions & Tourism

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Attractions & Tourism	1,614,799	2,084,729	2,029,314
<b>Total Expenditures</b>	<b>1,614,799</b>	<b>2,084,729</b>	<b>2,029,314</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Attractions & Tourism	1,238,816	1,019,805	1,256,354
<b>Total Revenues</b>	<b>1,238,816</b>	<b>1,019,805</b>	<b>1,256,354</b>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	956,466	818,931	1,023,687
Fund Balance Decrease/(Increase)	(580,483)	245,993	(250,727)
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>1,614,799</b>	<b>2,084,729</b>	<b>2,029,314</b>
<b><u>Staffing (FTEs) by Program</u></b>			
Attractions & Tourism	9.15	9.00	9.53
<b>Total Staffing (FTEs)</b>	<b>9.15</b>	<b>9.00</b>	<b>9.53</b>

## Program Summary

**Department:** Attractions & Tourism

**Program:** Attractions & Tourism

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### Function

Facilitate economic and tourism growth with a variety of 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 bringing tourism and business growth to Pima County.

### Description of Services

Provide oversight for Pima County leased properties and facilitate tourism and revenue growth to and in Pima County. Promote and market regional attractions through partnerships with Visit Tucson and other marketing regional organizations. Oversee and operate the Southern Arizona Heritage and Visitor Center located in the Historic Courthouse. Collaborate with Pima County departments to market County properties and increase resident and visitor awareness and attendance. Act as resource office to tourism industry for COVID-19 recovery and reopening, including: Paycheck Protection Program; Personal Protective Equipment; and COVID-19 grants. Handle social media sites for "Pima Eats", Southern Arizona Heritage and Visitor Center, and Pima County Attractions and Tourism.

### Program Goals & Objectives

- Assist the leased properties and other Pima County Attractions with continued tourism recovery post COVID-19 closures
    - Oversee administration of American Recovery Program Act funding along with Grants Management Department
    - Provide marketing and promotional opportunities and support for the leased properties and other attractions and actively provide partnership ideas to reduce costs and increase revenue and attendance
  - Return tourism to Southern Arizona following COVID-19 restrictions to at least pre-pandemic levels. Work with state and national organizations to increase tourism development and resident awareness of Pima County attractions, properties, and natural resources
    - Increase the number of film, commercial, and video production companies utilizing Pima County as their base for shooting or production headquarters by 2%
    - Partner with Film Tucson, University of Arizona, and film production companies to attract additional reality, film, and commercial shoots
    - Assist Visit Tucson, southern Arizona's official "Tourism Promotion Agency", in tourism and sports development
    - Increase the number of sporting events by two major new events
  - Promote and manage Historic Courthouse rental spaces for private and public events
  - Promote and manage operation of Southern Arizona Heritage and Visitor Center, the Gift Shop and volunteer program.
  - Provide marketing assistance to other Pima County departments to grow the utilization of County properties and increase awareness to visitors and residents alike
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Business and leisure travelers throughout Pima County increased	3%	-45%	-4%
Film and television production in Pima County by utilization and development of on-line permit program increased	3%	-8%	12%
New sponsored events/opportunities throughout Pima County	2	0	4
Number of events promoting the Loop and its use developed	3	-3	4
Attendance and revenue growth overall in the leased property attractions	2%	-48%	-8%
Additional outreach of advertising and media in "drive markets"	1%	5%	12%
Marketing plans and programs developed in collaboration with partners for the Southern Arizona Heritage & Visitor Center in the Historic Courthouse	5	0	4

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## Program Summary

Department: Attractions & Tourism

Program: Attractions & Tourism

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	544,503	679,076	779,315
Operating Expenses	1,070,296	1,405,653	1,249,999
<b>Total Program Expenditures</b>	<b><u>1,614,799</u></b>	<b><u>2,084,729</u></b>	<b><u>2,029,314</u></b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	856,609	912,000	1,104,000
Charges for Services	21,564	36,025	118,200
Investment Earnings	16,307	25,000	11,592
Miscellaneous Revenue	344,336	46,780	22,562
<b>Special Programs Revenue Sub-Total</b>	<b><u>1,238,816</u></b>	<b><u>1,019,805</u></b>	<b><u>1,256,354</u></b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	956,466	818,931	1,023,687
<b>Fund Balance Decrease/(Increase)</b>	(580,483)	245,993	(250,727)
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b><u>1,614,799</u></b>	<b><u>2,084,729</u></b>	<b><u>2,029,314</u></b>
<b><u>Program Staffing FTEs</u></b>	<b>9.15</b>	<b>9.00</b>	<b>9.53</b>

## COMMUNICATIONS OFFICE

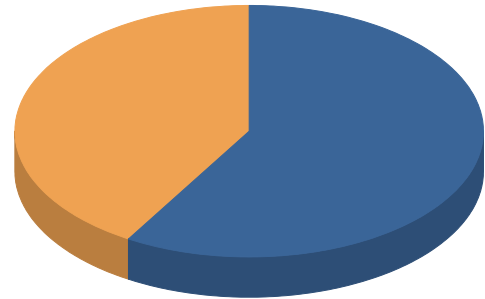
Expenses 3,427,450

Revenues 305,000

FTEs 33.00

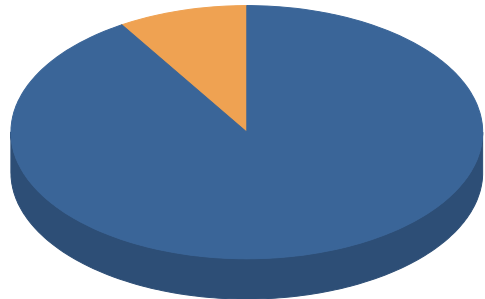
### Expenditures By Program

■ Graphic Services	58.73%
■ Communications Office	41.27%
Total:	100.00%



### Sources of All Funding

■ General Fund Support	91.10%
■ Department Revenue	8.90%
Total:	100.00%



#### Function Statement:

Provides information regarding Pima County programs and activities to the County's constituents, the media, and County employees utilizing various forms of mass communication, including broadcast, print, and digital channels. Provides communications strategies and tools, graphic design, photography and video services, high-speed digital black and white & color printing, traditional offset printing, and full service bindery to all departments within Pima County government.

#### Mandates:

None

## Department Summary by Program

Department: Communications Office

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Communications Office	1,175,654	1,185,144	1,414,461
Graphic Services	1,518,223	1,652,837	2,012,989
<b>Total Expenditures</b>	<b><u>2,693,877</u></b>	<b><u>2,837,981</u></b>	<b><u>3,427,450</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Graphic Services	441,489	305,000	305,000
<b>Total Revenues</b>	<b><u>441,489</u></b>	<b><u>305,000</u></b>	<b><u>305,000</u></b>
General Fund Support	2,252,388	2,532,981	3,122,450
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>2,693,877</u></b>	<b><u>2,837,981</u></b>	<b><u>3,427,450</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Communications Office	8.00	15.00	17.00
Graphic Services	12.00	14.50	16.00
<b>Total Staffing (FTEs)</b>	<b><u>20.00</u></b>	<b><u>29.50</u></b>	<b><u>33.00</u></b>

## Program Summary

**Department:** Communications Office

**Program:** Communications Office

### Function

Provide information about Pima County programs and activities to the public, the media, and County employees, utilizing mass communication vehicles, including broadcast, print, and digital channels. Provide communication strategies and marketing tools to help departments improve their public outreach efforts. Administer content governance and social media policies for Pima County.

### Description of Services

Prepare and distribute news and other current information in effective formats on all facets of County government. Design and distribute publications on Pima County topics. Act as media analysts and consultants; serve as interpreters and intermediaries for all departments with the news media. Collaborate in the design and implementation of the Pima County website. Promote County projects, programs, activities, and events. Establish and manage content governance and social media policies for departments.

### Program Goals & Objectives

- Achieve 90% satisfaction rate from department clients for all requested work
  - Send all clients a customer satisfaction survey at the close of all jobs (implemented in January 2022)
- Raise social media engagement 15% (current aggregated monthly average [except PACC] engagement 7,100)
  - Increase number of posts requiring and seeking reader responses, i.e., polls
  - Track posts with high engagement and seek to duplicate post types across all accounts
  - Post video on key accounts at least weekly

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Video posted or shared every week to high traffic social media accounts	n/a	252	300
County newsletter subscribers increased	106%	15%	15%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	945,059	920,007	1,216,216
Operating Expenses	230,595	265,137	198,245
<b>Total Program Expenditures</b>	<b>1,175,654</b>	<b>1,185,144</b>	<b>1,414,461</b>
<b>General Fund Support</b>	1,175,654	1,185,144	1,414,461
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>1,175,654</b>	<b>1,185,144</b>	<b>1,414,461</b>

<b>Program Staffing FTEs</b>	<b>8.00</b>	<b>15.00</b>	<b>17.00</b>
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## Program Summary

**Department:** Communications Office

**Program:** Graphic Services

### Function

Provide graphic design, layout, photography, and video services to visually enhance and properly brand the communication packages created by the public communication team. Provide high-speed digital black & white and color printing, traditional offset, and full service bindery to all departments within the County government.

### Description of Services

Provide high-quality graphic design, visual solutions, photography, and video services for documentation and persuasive presentations for distribution to the departments of Pima County, its economic partners, and constituents. Provide high-speed digital black & white, color printing/copying, including the manipulation and offset press printing. Provide finishing and binders 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 Pima County departments.

### Program Goals & Objectives

- Encourage County departments to send more work to the Print Shop
  - Increase the overall number of print jobs requested from County departments by 10%
- Reduce client requested revisions of graphic design work
  - Keep reruns within industry standard of under 4%
  - Tighten liaison and supervisor review of design work before sending to customer by reviewing reasons for revisions in weekly staff meetings

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Percent of Print Shop error-based reruns < 4%	1%	1%	1%
Percent of on-time delivery of all client requested graphic design jobs	n/a	50%	75%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	939,247	1,058,343	1,245,717
Operating Expenses	578,976	594,494	767,272
<b>Total Program Expenditures</b>	<b>1,518,223</b>	<b>1,652,837</b>	<b>2,012,989</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Charges for Services	439,161	305,000	305,000
Gain or Loss on Disposal of Assets	2,328	-	-
<b>Operating Revenue Sub-Total</b>	<b>441,489</b>	<b>305,000</b>	<b>305,000</b>
<b>General Fund Support</b>	1,076,734	1,347,837	1,707,989
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>1,518,223</b>	<b>1,652,837</b>	<b>2,012,989</b>

<b>Program Staffing FTEs</b>	<b>12.00</b>	<b>14.50</b>	<b>16.00</b>
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## COMMUNITY & ECONOMIC DEVELOPMENT ADMINISTRATION

### Function Statement:

Effective fiscal year 2022/23, the Community & Economic Development Administration Department has been consolidated into the County Administrator Department.

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Administration	953,012	1,052,655	-
<b>Total Expenditures</b>	<b>953,012</b>	<b>1,052,655</b>	<b>-</b>
General Fund Support	953,012	1,052,655	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>953,012</b>	<b>1,052,655</b>	<b>-</b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administration	4.00	5.00	-
<b>Total Staffing (FTEs)</b>	<b>4.00</b>	<b>5.00</b>	<b>-</b>

## Program Summary

**Department:** Community & Economic Development Administration

**Program:** Administration

**Function**

Community and Economic Development Administration was consolidated into County Administration for fiscal year 2022/23

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	804,385	896,971	-
Operating Expenses	148,627	155,684	-
<b>Total Program Expenditures</b>	<b>953,012</b>	<b>1,052,655</b>	<b>-</b>
<b>General Fund Support</b>	953,012	1,052,655	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>953,012</b>	<b>1,052,655</b>	<b>-</b>
<b><u>Program Staffing FTEs</u></b>	<b>4.00</b>	<b>5.00</b>	<b>-</b>

## COMMUNITY & WORKFORCE DEVELOPMENT

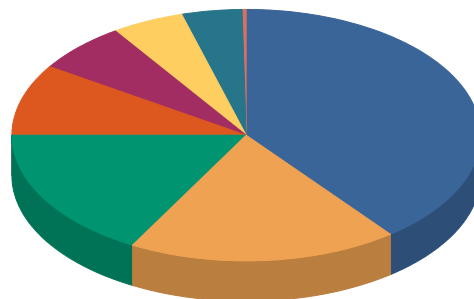
Expenses 83,559,668

Revenues 70,143,330

FTEs 214.94

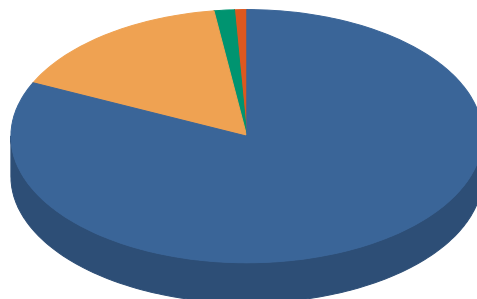
### Expenditures By Program

Community Services	39.57%
Workforce Development Group	18.56%
Community Development	16.90%
Homeless Services	9.16%
Youth Development Group	6.38%
Operations Group	5.04%
Outside Agencies	4.13%
Innovations	0.26%
Total:	100.00%



### Sources of All Funding

Department Revenue	81.87%
General Fund Support	15.94%
Fund Balance Support	1.31%
Operating Transfers In	0.88%
Total:	100.00%



#### Function Statement:

Serves community and improves everyday lives by connecting people to a network of supports and services essential for actively learning, working, living and thriving in Pima County. Develops community partnerships with local, state and federal agencies, non-profits, faith based organizations and the private sector to best access, leverage and increase human services, housing and employment resources Countywide. Provides assistance to people in need, directly and in concert with community partners. Implements collaborative and innovative planning processes to address community issues and needs through the following divisions: Youth Services, Workforce Services, Homeless Services, Community Assistance, Community Development, Outside Agency, and Operations.

#### Mandates:

None

## Department Summary by Program

**Department:** Community & Workforce Development

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Community Development	5,371,770	14,549,067	14,118,560
Community Services	15,763,741	20,464,739	33,069,475
Homeless Services	3,858,211	19,198,251	7,651,954
Innovations	-	-	218,331
Operations Group	3,133,058	5,117,666	4,207,239
Outside Agencies	3,239,246	3,448,396	3,454,163
Workforce Development Group	9,544,837	18,714,746	15,506,891
Youth Development Group	1,525,880	2,652,964	5,333,055
<b>Total Expenditures</b>	<b><u>42,436,743</u></b>	<b><u>84,145,829</u></b>	<b><u>83,559,668</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Community Development	3,518,765	13,334,352	13,677,302
Community Services	14,211,974	20,384,672	32,624,802
Homeless Services	2,831,051	7,462,505	6,817,487
Operations Group	816	1,528,300	28,288
Workforce Development Group	8,209,381	15,429,923	15,174,071
Youth Development Group	802,821	1,429,750	1,821,380
<b>Total Revenues</b>	<b><u>29,574,808</u></b>	<b><u>59,569,502</u></b>	<b><u>70,143,330</u></b>
General Fund Support	10,510,534	25,006,642	13,657,600
Net Operating Transfers In/(Out)	(864,170)	(1,321,226)	(1,367,126)
Fund Balance Decrease/(Increase)	3,215,571	890,911	1,125,864
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>42,436,743</u></b>	<b><u>84,145,829</u></b>	<b><u>83,559,668</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Community Development	15.00	15.00	7.00
Community Services	17.00	32.00	59.00
Homeless Services	12.00	12.00	14.00
Innovations	-	-	2.00
Operations Group	19.00	18.00	25.00
Outside Agencies	1.00	1.00	1.00
Workforce Development Group	77.68	82.71	48.38
Youth Development Group	23.47	22.75	58.56
<b>Total Staffing (FTEs)</b>	<b><u>165.15</u></b>	<b><u>183.46</u></b>	<b><u>214.94</u></b>

## Program Summary

**Department:** Community & Workforce Development

**Program:** Community Development

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### Function

Conducts Pima County community development and affordable housing functions. Administers and competitively programs local, state and federal grant resources to non-profit agencies, local governments, and private sector developers to support community development and affordable housing projects for the benefit of primarily low to moderate income County residents.

### Description of Services

Delivers community planning, agency capacity building, technical assistance, and access to available funding to eligible entities via its Community & Rural Development (CRD) and Affordable Housing Program (AHP) sections. CRD is primarily responsible for the administration of the Community Development Block Grant and other grant funded capital investment resources. Typical CRD activities include annually funding rural and local programs that promote development of cultural, recreational and public (social) services; community facilities and capital infrastructure improvements; demolition, clearance and brownfields assessment; and small business initiatives in targeted areas. AHP manages the HUD Home Investment Partnership Program (HOME Program) Housing Choice Voucher Program (HCV) in partnership with the City of Tucson Housing and Community Development Department (HCD). AHP and HCD coordinate the annual planning and reporting requirements for the HOME HCV Programs and AHP administers the County's share of HOME Program funds, contracting with local agencies and developers to create rental and homeownership opportunities for eligible households in addition to coordinating HCV activity with City HCD. Community Development contracts or manages an estimated 100 individual contracts or projects annually and directly supports other Community Resource intra-department programs.

### Program Goals & Objectives

- Provide ongoing planning and data analysis, agency capacity building and technical assistance to local agencies and governments providing grant funded community development and affordable housing services
  - Competitively make available and recommend funding for community and affordable housing programs responsive to needs and initiatives identified in the Pima County Consolidated Plan, Analysis of Impediments of Fair Housing Choice, and Pima Prospers Comprehensive Plan Update
  - In direct partnership with local agencies, effectively complete neighborhood scale planning and reinvestment initiatives, in addition to, community development and affordable housing projects for the public benefit of all Pima County residents
-

## Program Summary

**Department:** Community & Workforce Development

**Program:** Community Development

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Individuals benefiting from community facility and infrastructure improvements	125,000	150,000	150,000
Individuals assisted with public service programs	75,000	80,000	80,000
Households assisted with agency provided home repairs	170	175	190
Businesses Assisted	n/a	10	10
Individuals served at Pima County Housing Center	n/a	5,000	5,000
Households qualifying for HOME tenant based rental assistance	10	10	10
Households assisted with tenant-based housing choice voucher	770	770	770
Households assisted with project-based housing voucher	87	26	87
Households with access to newly developed rental units	n/a	50	50
Households receiving down payment assistance	30	30	30
Households with access to newly developed homeownership units	24	36	24
Households assisted with lien releases/subordinations or other affordable housing monitoring services	120	90	120
Jobs supported, retained, or created	175	169	169
Trainings, workshops and formal outreach efforts	75	800	800
Contractor, subrecipient, and Intergovernmental agreements managed	85	80	80
	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,104,391	1,287,227	486,740
Operating Expenses	4,267,379	13,261,840	13,631,820
<b>Total Program Expenditures</b>	<b>5,371,770</b>	<b>14,549,067</b>	<b>14,118,560</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Miscellaneous Revenue	760	10	-
<b>Operating Revenue Sub-Total</b>	<b>760</b>	<b>10</b>	<b>-</b>
Investment Earnings	405	1,000	1,080
<b>Special Programs Revenue Sub-Total</b>	<b>405</b>	<b>1,000</b>	<b>1,080</b>
Intergovernmental	2,899,034	12,928,317	13,018,722
Investment Earnings	23	25	-
Miscellaneous Revenue	618,543	405,000	657,500
<b>Grant Revenue Sub-Total</b>	<b>3,517,600</b>	<b>13,333,342</b>	<b>13,676,222</b>
<b>General Fund Support</b>	614,101	584,764	-
<b>Net Operating Transfers In/(Out)</b>	(53,481)	(236,049)	(430,582)
<b>Fund Balance Decrease/(Increase)</b>	1,292,385	866,000	871,840

## Program Summary

Department: Community & Workforce Development

Program: Community Development

Other Funding Sources	-	-	-
Total Program Funding	<u>5,371,770</u>	<u>14,549,067</u>	<u>14,118,560</u>
Program Staffing FTEs	15.00	15.00	7.00

## Program Summary

**Department:** Community & Workforce Development

**Program:** Community Services

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### Function

Conducts Pima County Community Action Agency, Emergency Services Network and Home Repair functions. Serves as a safety net to provide human services, case management, and immediate financial assistance to qualified individuals and households in Pima County. Community Services manages and administers multiple local, state, and federal grant funded programs that directly assist low-income individuals and families with financial assistance effectively preventing evictions, foreclosures, and utility disconnections. Community Services administers the Pima County Home Repair & Weatherization Program to provide housing rehabilitation, weatherization, and energy efficient upgrades to qualified owner-occupied households.

### Description of Services

Community Services, in direct collaboration with local non-profit agencies, delivers direct services in a respectful, timely, and compassionate manner. Financial assistance is made available and delivered to qualified households Countywide, including rent, mortgage and utility payment support. Directly assists and processes household applications for low-income, reduced utility bill programs. Competitively procures contractors to provide grant funded home repairs including, but not limited to, appliance replacement, major systems repair, lead-based paint remediation, and energy efficient weatherization upgrades prioritized for low income families and children.

### Program Goals & Objectives

- Timely assist qualified households with basic human services in community effort to prevent homelessness, mitigate the effects of poverty, and promote households and communities to become economically self-sufficient
  - Develop strategies to effectively coordinate available resources and efficiently deliver direct services
  - Rehabilitate homes to benefit low-income families with children, disabled individuals, and elderly households effectively improving the housing stock in Pima County
  - Source, maintain, and provide user-friendly applications and databases to prioritize services to households and reports to funders
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Households assisted with rent assistance	1,244	10,500	10,500
Households assisted with mortgage assistance	81	70	70
Households assisted with utility discounts	3,081	6,700	6,700
Households assisted with utility payment discounts	7,135	11,140	12,000
Households assisted with houses repairs and appliance upgrades	166	150	150

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## Program Summary

Department: Community & Workforce Development

Program: Community Services

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	1,100,011	1,247,322	3,225,874
Operating Expenses	14,663,730	19,217,417	29,843,601
<b>Total Program Expenditures</b>	<b>15,763,741</b>	<b>20,464,739</b>	<b>33,069,475</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Miscellaneous Revenue	495	-	-
<b>Operating Revenue Sub-Total</b>	<b>495</b>	<b>-</b>	<b>-</b>
Intergovernmental	13,856,657	18,466,552	32,047,982
Miscellaneous Revenue	354,822	1,918,120	576,820
<b>Grant Revenue Sub-Total</b>	<b>14,211,479</b>	<b>20,384,672</b>	<b>32,624,802</b>
<b>General Fund Support</b>	<b>233,495</b>	<b>246,713</b>	<b>209,214</b>
<b>Net Operating Transfers In/(Out)</b>	<b>4,684</b>	<b>(191,736)</b>	<b>(318,731)</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>1,313,588</b>	<b>25,090</b>	<b>554,190</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>15,763,741</b>	<b>20,464,739</b>	<b>33,069,475</b>
<b><u>Program Staffing FTEs</u></b>	<b>17.00</b>	<b>32.00</b>	<b>59.00</b>

## Program Summary

**Department:** Community & Workforce Development

**Program:** Homeless Services

### Function

Conducts Pima County functions to address homelessness and vulnerable populations. Provides housing, employment and supportive services to families, youth, veterans, and individuals experiencing homelessness in Pima County. Homeless Services administers multiple local, state and federally funded grant programs to address homelessness and pathways toward self-sufficiency to County residents, in addition to, delivering direct services in a dignified, compassionate and professional manner.

### Description of Services

Services are provided in direct partnership with local agencies via various grant-funded programs at County facilities including the Kino Service Center, Veterans' Center and Sullivan Jackson Employment Center. Direct services are modeled around the person and an assessment of their severity of need. A Housing First approach is employed, whereas, housing is offered first to people experiencing homelessness without preconditions; e.g. sobriety, mental health issues, or minimum income. Specific homeless housing services and programs include, but are not limited to, motel vouchers, rapid rehousing, and permanent supportive housing. Employment programs include employability skills and interview workshops; training as required as a condition of employment; and individualized job search assistance. Supportive services include access to interview attire, trade related tools, in addition to, vouchers for eye exams and glasses. Homeless Services also manages the regions Homeless Management Information System (HMIS) and Coordinated Entry Intake initiatives.

### Program Goals & Objectives

- Reduce homelessness in Pima County via the effective delivery and access to housing, employment, and supportive services programs
- Efficiently manage and administer local, state, and federal funds programed to address homelessness

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Youth assisted	42	125	125
Individuals assisted	53	600	600
Veterans assisted	6	45	45
Families and households assisted	234	600	600
Jobs supported, retained, and created	129	350	350
Trainings, workshops, and formal outreach efforts	60	60	45
Contractor, subrecipient and Intergovernmental agreements managed	n/a	21	21

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	775,048	888,842	1,040,317
Operating Expenses	3,083,163	18,309,409	6,611,637
<b>Total Program Expenditures</b>	<b>3,858,211</b>	<b>19,198,251</b>	<b>7,651,954</b>

### Program Funding by Source

<b>Revenues</b>			
Intergovernmental	2,641,897	7,058,607	6,423,589
Miscellaneous Revenue	189,154	403,898	393,898
<b>Grant Revenue Sub-Total</b>	<b>2,831,051</b>	<b>7,462,505</b>	<b>6,817,487</b>
<b>General Fund Support</b>	197,960	11,408,658	516,619

## Program Summary

Department: Community & Workforce Development

Program: Homeless Services

Net Operating Transfers In/(Out)	193,921	327,088	310,963
Fund Balance Decrease/(Increase)	635,279	-	6,885
Other Funding Sources	-	-	-
Total Program Funding	<u>3,858,211</u>	<u>19,198,251</u>	<u>7,651,954</u>
Program Staffing FTEs	12.00	12.00	14.00

## Program Summary

**Department:** Community & Workforce Development

**Program:** Innovations

### Function

Develop and support new programs that address current or emerging community needs. Focus on community needs not served by existing programs or eligible for service using traditional grants. Integrate services into the One-Stop service-delivery model. Seek and obtain long-term funding to continue successful programs.

### Description of Services

Innovations is a new division created to develop and support programs addressing current or emerging community needs. Currently, Innovations supports two Board of Supervisors-created programs: Pima Early Education Program (PEEPs), and Emergency Eviction Legal Services (EELS). These programs and others supported by Innovations will be fully integrated into the One-Stop service-delivery model, allowing all community members who enter the One-Stop to access services if they qualify. Ongoing grant funding and general-fund support will be sought to sustain successful programming long-term.

### Program Goals & Objectives

- Successful implementation of PEEP and EELS programs
- Contract with providers of evidence-based, high-quality preschool to provide early childhood education to qualifying families
- Provide litigants in eviction cases court navigation services, and qualifying tenants access to counsel
- Connect tenants facing eviction, when appropriate, with housing resources, job assistance, and other available resources
- Find innovative ways to deploy existing or new resources to Community needs not previously served by the department's programs
- Monitor program performance and seek sustained funding to support successful programming

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Providers of evidence-based, high quality preschool supported	n/a	n/a	275
Children provided early childhood education through contracted providers	n/a	n/a	1,000
Households facing eviction provided access to counsel	n/a	n/a	2,500
Households facing eviction provided full representation in eviction court	n/a	n/a	400
Litigants in eviction cases served by court navigators	n/a	n/a	3,000
Rent or utility assistance applications facilitated	n/a	n/a	1,500
Households referred for job assistance	n/a	n/a	400
Constable referrals served	n/a	n/a	100
Contracts with contract lawyers developed and managed	n/a	n/a	5

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	-	-	160,825
Operating Expenses	-	-	57,506
<b>Total Program Expenditures</b>	<b>-</b>	<b>-</b>	<b>218,331</b>
<b>General Fund Support</b>	-	-	218,331
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-

## Program Summary

Department: Community & Workforce Development

Program: Innovations

Total Program Funding	-	-	218,331
Program Staffing FTEs	-	-	2.00

## Program Summary

**Department:** Community & Workforce Development

**Program:** Operations Group

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### Function

Provide administrative, programmatic and fiscal support and oversight including the general fund and local, state and federal grants. Serve as departmental liaison to several local and regional committees to establish policies and develop planned delivery of regional community resources and services. Oversee overall departmental operations to ensure quality, equity and inclusion.

### Description of Services

Provide administrative and operational 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. Develop and revised department policies and procedures, and monitor programs to ensure quality service and accountability. Direct management staff to 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

- Identify opportunities to leverage funds with other County departments for greater community and economic development
  - Increase public information, knowledge, and access to programs and services funded through the department
  - Streamline and modernize department operations
  - Develop policies that ensure transparency, accountability and enhance citizen participation
  - 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
  - Pursue opportunities and resources for funding programs and initiate cooperative efforts with other jurisdictions and community partners at the local, regional, and state level
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Strategies developed and implemented to identify needs, promote awareness, and increase access to community resources	5	5	5
Reports developed to provide transparency and demonstrate community benefit achieved with programs and services	6	6	6
Leadership provided on committees which strategize and evaluate the impact of local, state, and national policies on County funding and programs	5	5	5

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## Program Summary

Department: Community & Workforce Development

Program: Operations Group

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	678,743	1,237,422	1,923,152
Operating Expenses	2,454,315	3,880,244	2,284,087
<b>Total Program Expenditures</b>	<b>3,133,058</b>	<b>5,117,666</b>	<b>4,207,239</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Fines & Forfeits	163	-	-
Investment Earnings	304	300	300
Miscellaneous Revenue	1	23,000	27,988
<b>Operating Revenue Sub-Total</b>	<b>468</b>	<b>23,300</b>	<b>28,288</b>
Intergovernmental	-	1,500,000	-
Miscellaneous Revenue	348	5,000	-
<b>Grant Revenue Sub-Total</b>	<b>348</b>	<b>1,505,000</b>	<b>-</b>
<b>General Fund Support</b>	<b>4,018,219</b>	<b>4,776,029</b>	<b>4,747,020</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(892,967)</b>	<b>(1,186,663)</b>	<b>(568,069)</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>6,990</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>3,133,058</b>	<b>5,117,666</b>	<b>4,207,239</b>
<b><u>Program Staffing FTEs</u></b>	<b>19.00</b>	<b>18.00</b>	<b>25.00</b>

## Program Summary

**Department:** Community & Workforce Development

**Program:** Outside Agencies

### Function

Conducts essential functions to administer and program Pima County general funds to eligible and qualified local non-profit agencies (i.e. Outside Agencies or OA) to deliver community-based human services to vulnerable populations related to County functions, obligations, or other critical needs. OA General Fund resources are made available through a Board of Supervisor appointed Outside Agency Community Advisory Committee (OA Committee) via an open and competitive public application process to provide the following categorical services: Community Services; Emergency Food & Clothing; Senior Support; Support Services, Shelter & Domestic Violence; Youth, Young Adults & Family; and General Services.

### Description of Services

Provide support to the OA Committee to develop and implement an open, competitive and transparent community planning, application and reporting process. Provide agency capacity building services and direct technical assistance to community agencies and the OA Committee to identify program and service delivery gaps to prioritize available funding. Work with agencies to develop client survey satisfaction and outcome measurement systems. Execute contractual scopes of work and efficient process for cost-reimbursement with over ninety (90) individual agencies to meet priority community needs and deliver specific OA services.

### Program Goals & Objectives

- Ensure a formal community planning process to determine priority services for OA Committee recommendation and Board of Supervisor consideration for approval
- Assure accountability of OA funds through effective reporting, monitoring, and program evaluation
- Work cooperatively with other departments and regional human service providers to fully maximize and leverage County Outside Agency general funds
- Promote the administration of OA as an economic development and job supporting County function in the non-profit sector

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Individuals assisted with OA Community Services	6,640	5,500	5,500
Individuals assisted with OA Emergency Food & Clothing	27,136	29,000	29,000
Individuals assisted with OA Senior Support Services	3,302	2,000	2,000
Individuals assisted with OA Support Services	0	0	0
Individuals assisted with OA Shelter & Domestic Violence Services	2,007	1,700	1,700
Individuals assisted with OA Youth, Young Adults & Family agency services	147,552	5,300	5,300
Individuals assisted with OA General Services	215,454	52,000	52,000
Jobs supported, retained or created	186	70	70
Trainings, workshops and formal outreach efforts	70,028	10	10
Contractor, subrecipient and Intergovernmental agreements managed	83	84	65

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	89,637	82,586	87,291
Operating Expenses	3,149,609	3,365,810	3,366,872
<b>Total Program Expenditures</b>	<b>3,239,246</b>	<b>3,448,396</b>	<b>3,454,163</b>
<b>General Fund Support</b>	3,239,246	3,448,396	3,454,163



## Program Summary

Department: Community & Workforce Development

Program: Outside Agencies

Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>3,239,246</u>	<u>3,448,396</u>	<u>3,454,163</u>
Program Staffing FTEs	1.00	1.00	1.00

## Program Summary

**Department:** Community & Workforce Development

**Program:** Workforce Development Group

### Function

Conducts Pima County employment and training functions. Provides job training and workforce development services to Pima County residents and businesses. Workforce Development administers various local, state, and federal resources to deliver direct services to youth, adults, dislocated workers, and individuals with significant barriers to employment, in addition to, directly assisting industry sectors in hiring qualified workers and local employers in retaining skilled employees.

### Description of Services

Pima County Workforce Development provides a continuum of career services through a network of more than fifty (50) regional partners including local non-profit agencies, faith-based organizations, educational institutions, government entities, and private sector providers. Services to youth, adults, and dislocated workers include career exploration, job training, employability workshops, employer referrals, and job placement. Assistance to local employers and apprenticeship programs include education, recruiting, staffing, and training skilled workers for quality jobs. All Workforce Development services are available Countywide via the ARIZONA@WORK and Pima County One-Stop.

### Program Goals & Objectives

- Improve the quality of the workforce; increase economic self-sufficiency; meet skills requirements of regional employers; reduce welfare dependency; and enhance the productivity and competitiveness of the County
- Establish career pathways for Pima County residents focusing on effective employability training and educational attainment opportunities, high-quality jobs and livable wages

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Veterans assisted	706	910	910
Individuals assisted	3,334	3,638	4,000
Businesses and Employers served	841	704	910
Jobs Supported, retained, and created	1,465	942	950
Trainings, workshops, and formal outreach efforts	809	1,098	2,000
Contractor, subrecipient, and Intergovernmental agreements managed	65	69	55

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	2,693,497	4,518,474	3,805,904
Operating Expenses	6,851,340	14,196,272	11,700,987
<b>Total Program Expenditures</b>	<b>9,544,837</b>	<b>18,714,746</b>	<b>15,506,891</b>

### Program Funding by Source

<b>Revenues</b>			
Intergovernmental	949	-	-
Miscellaneous Revenue	819	-	-
<b>Operating Revenue Sub-Total</b>	<b>1,768</b>	<b>-</b>	<b>-</b>
Intergovernmental	7,901,607	14,817,923	15,174,071
Miscellaneous Revenue	306,006	612,000	-
<b>Grant Revenue Sub-Total</b>	<b>8,207,613</b>	<b>15,429,923</b>	<b>15,174,071</b>

## Program Summary

**Department:** Community & Workforce Development

**Program:** Workforce Development Group

<b>General Fund Support</b>	1,472,865	3,264,246	819,629
<b>Net Operating Transfers In/(Out)</b>	(110,574)	(15,616)	(503,437)
<b>Fund Balance Decrease/(Increase)</b>	(26,835)	36,193	16,628
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<u><u>9,544,837</u></u>	<u><u>18,714,746</u></u>	<u><u>15,506,891</u></u>
<b><u>Program Staffing FTEs</u></b>	<b>77.68</b>	<b>82.71</b>	<b>48.38</b>

## Program Summary

**Department:** Community & Workforce Development

**Program:** Youth Development Group

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### Function

Conducts Pima County youth education and training functions. Provides educational and employment services to youth and young adults between ages 14 through 24. Youth and young adults (collectively "youth") may include, but not limited to, parenting teens, high school dropouts, and unskilled graduates, juvenile offenders, and individuals experiencing homelessness. Youth Development administers various local, state, and federally funded grant programs to deliver youth education, skills training, career readiness, and job placement services.

### Description of Services

Pima County Youth Development Division provides services at various County and community facilities, including Pima Vocational High School campuses, Las Artes Arts and Education Center; SER Jobs for Progress, and the Pima County Youth Center. Educational services include high school diploma, General Education Diploma (GED), High School Equivalency (HSE) certification, and vocational English as a Second Language (ESL); in addition to, remediation (i.e. basic math and reading), tutoring, and work based learning opportunities. Employment services include access to vocational and occupational skills curriculum, apprenticeships and internships, and on-the-job training opportunities with local employers. All clients have access to direct on-site support services and case management provided by Youth Development and collaborating agency staff.

### Program Goals & Objectives

- Effectively engage out of school youth to obtain academic or occupational credentials necessary to succeed in post-secondary education or to meet the needs of local employers
- 

Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
Youth assisted at Las Artes (GED)	22	71	215
Youth assisted at Pima Vocation High School	42	145	200
Young adults provided basic education services	110	150	225
Young adults and individuals provided English (ESL) as a Second Language	15	35	60
Jobs supported, retained, or created - Contractors	118	309	480
Jobs supported, retained, or created - Summer Youth Employment Program	175	575	1,100
Jobs supported, retained, or created - In school paid work experience program	120	276	376
Trainings, workshops, and formal outreach efforts	76	196	392
Contractor, subrecipient, and Intergovernmental agreements managed	10	10	8

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## Program Summary

Department: Community & Workforce Development

Program: Youth Development Group

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	1,046,427	1,385,636	2,621,883
Operating Expenses	479,453	1,267,328	2,711,172
<b>Total Program Expenditures</b>	<b>1,525,880</b>	<b>2,652,964</b>	<b>5,333,055</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Miscellaneous Revenue	(138)	-	-
<b>Operating Revenue Sub-Total</b>	<b>(138)</b>	<b>-</b>	<b>-</b>
Intergovernmental	579,975	1,090,000	1,375,000
Investment Earnings	4,616	9,500	5,000
Miscellaneous Revenue	-	8,000	8,000
<b>Special Programs Revenue Sub-Total</b>	<b>584,591</b>	<b>1,107,500</b>	<b>1,388,000</b>
Intergovernmental	218,368	322,250	433,380
<b>Grant Revenue Sub-Total</b>	<b>218,368</b>	<b>322,250</b>	<b>433,380</b>
<b>General Fund Support</b>	734,648	1,277,836	3,692,624
<b>Net Operating Transfers In/(Out)</b>	(5,753)	(18,250)	142,730
<b>Fund Balance Decrease/(Increase)</b>	(5,836)	(36,372)	(323,679)
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>1,525,880</b>	<b>2,652,964</b>	<b>5,333,055</b>
<b><u>Program Staffing FTEs</u></b>	<b>23.47</b>	<b>22.75</b>	<b>58.56</b>

## Community & Workforce Development Adopted Funding for Outside Agency

Agency	Funding
Administration of Resources and Choices	36,600 (3)
Ajo District Chamber of Commerce	34,300 (6)
Amistad y Salud, Clinica Amistad	23,667 (3)
Arivaca Action Center Incorporated	17,200 (3)
Arivaca Coordinating Council-Human Resource Group Inc.	52,400 (3)
Arivaca Coordinating Council-Human Resource Group Inc.	15,000 (3)
Arizona Israel Council	5,000 (6)
Arizona Media Arts Center	10,000 (2)
Arizona Mexico Commision Dues	3,500 (6)
Arizona Mexico Commision Summit	3,000 (6)
Arizona Youth Partnership	20,017 (3)
Arizona's Children Association	29,120 (3)
Arizona-Sonora Desert Museum	46,550 (3)
Arts Foundation for Tucson & Southern Arizona	21,811 (2)
Association of Spaceports	1,000 (6)
Canada-Arizona Business Council (CABC) Membership	10,000 (6)
Catholic Community Services dba Pio Decimo Center	32,081 (3)
Catholic Community Services dba Pio Decimo Center	43,740 (3)
Catholic Community Services dba Pio Decimo Center	112,167 (3)
Catholic Community Services of Southern Arizona, Inc	31,022 (3)
Catholic Community Services of Southern AZ, Inc. dba Community Outreach Program for the Deaf	44,017 (3)
Child & Family Resources, Inc	38,130 (3)
Children's Museum Tucson	43,489 (2)
Community Food Bank, Inc.	72,583 (3)
Community Food Bank, Inc.	26,167 (3)
Community Food Bank, Inc.	21,583 (3)
Community Food Bank, Inc.	330,000 (3)
Community Home Repair Projects of Arizona	26,233 (3)
Community Planning	87,625 (3)
Desert Survivors Inc.	63,760 (5)
Diaper Bank of Southern Arizona	23,333 (3)
Direct Center for Independence	18,400 (3)
DM 50/Community & Economic Assistance	60,000 (6)
ECAP	45,000 (6)
El Rio Santa Cruz Neighborhood Health Center, Inc.	47,125 (3)
El Rio Santa Cruz Neighborhood Health Center, Inc.	163,200 (3)
Evolve (formerly RISE)	17,583 (3)
Friends of Robles Ranch	30,000 (3)
Girl Scouts of Southern Arizona	23,083 (3)
Green Valley Assistance Services, Inc., dba Valley Assistance Services	15,000 (3)
Higher Ground a Resource Center	25,833 (3)
Humane Borders	30,000 (6)
IMPACT of Southern Arizona	29,867 (3)
IMPACT of Southern Arizona	33,667 (3)
Interfaith Community Services	27,600 (3)

**Community & Workforce Development  
Adopted Funding for Outside Agency**

<b>Agency</b>	<b>Funding</b>
Interfaith Community Services	26,680 (3)
Interfaith Community Services	19,440 (3)
International Rescue Committee, Inc	20,000 (3)
International Rescue Committee, Inc	20,000 (3)
International Rescue Committee, Inc	18,400 (3)
International Sonoran Desert Alliance	45,000 (3)
Jazz in January dba Tucson Jazz Festival	21,489 (2)
Jewish Family and Children's Services of Southern Arizona	32,208 (3)
Jewish Family and Children's Services of Southern Arizona	15,000 (3)
Jewish Family and Children's Services of Southern Arizona	28,833 (3)
Job Path	750,000 (6)
La Frontera Mariachi Conference, Inc.	14,822 (2)
Literacy Connects	41,667 (3)
International Sonoran Desert Alliance	12,489 (2)
Make Way for Books	19,833 (3)
Metropolitan Education Commission	70,000 (6)
Metropolitan Education Commission	52,000 (6)
Mobile Meals of Southern Arizona, Inc.	25,127 (3)
Nogales Maquiladora Association (Supplier Expo)	2,500 (6)
Old Pueblo Community Services	20,000 (3)
Oro Valley Innovation Labs	50,000 (6)
Our Family Services, Inc.	37,800 (3)
Our Family Services, Inc.	24,600 (3)
Perimeter Bicycling Association of America, Inc.	35,656 (2)
PICOR & CBRE	100,000 (6)
Pima Association of Governments	298,000 (6)
Pima Council on Aging	19,600 (3)
Pima Council on Aging	19,680 (3)
Pima Council on Aging	58,000 (3)
Pima Council on Aging	132,300 (3)
Pima Council on Aging	30,000 (3)
Pima County Community Land Trust	63,000 (3)
Planning Center	25,000 (6)
Portable Practical Educational Preparation, Inc.	15,000 (3)
Portable Practical Educational Preparation, Inc.	13,156 (2)
Primavera Foundation, Inc.	26,400 (3)
Primavera Foundation, Inc.	30,200 (3)
Primavera Foundation, Inc.	35,000 (3)
Sahuarita Food Bank	29,600 (3)
Santa Cruz Valley Heritage Alliance, Inc.	16,489 (2)
Second Saturdays, Inc.	13,989 (2)
Small Business Commission Awards	1,500 (6)
Southern Arizona AIDS Foundation	96,167 (3)
Southern Arizona AIDS Foundation	27,000 (3)
Southern Arizona AIDS Foundation	39,400 (3)
Southern Arizona AIDS Foundation	28,700 (3)

## Community & Workforce Development Adopted Funding for Outside Agency

<b>Agency</b>	<b>Funding</b>
Southern Arizona Association for the Visually Impaired (SAAVI)	19,600 (3)
Southern Arizona Attractions Alliance, Inc.	25,000 (2)
Southern Arizona Children's Advocacy Center, Inc.	72,560 (3)
Southern Arizona Legal Aid, Inc.	84,791 (3)
Southwest Folklife Alliance, Inc.	29,656 (2)
St. Luke's in the Desert INC,dba St Luke's Home	22,600 (3)
Sun Corridor, Inc. formerly Tucson Regional Economic Opportunities, Inc. (TREO)	650,000 (6)
Technology & Transportation Summit	1,000 (6)
Ten West	2,500 (6)
TMM Family Services, Inc.	20,800 (3)
TMM Family Services, Inc.	19,600 (3)
Tu Nidito Children and Family Services	24,440 (3)
Tu Nidito Children and Family Services	15,000 (3)
Tucson Botanical Gardens	40,489 (2)
Tucson Center for Women and Children dba Emerge Center Against Domestic Abuse	116,400 (3)
Tucson City of Gastronomy	14,822 (2)
Tucson Presidio for Historic Preservation	28,489 (2)
United Way of Tucson and Southern Arizona	28,000 (3)
University of Arizona Mobile Health Program	45,200 (3)
Various Agencies CA	98,867 (6)
Various Agencies ED	85,656 (2)
Various Agencies PR	18,640 (5)
Visit Tucson (Metro Tucson Conv & Visitors Bureau)	3,450,000 (1)
Youth On Their Own	81,200 (3)
YWCA Southern Arizona	22,000 (3)
YWCA Southern Arizona	24,341 (3)
YWCA Southern Arizona	40,000 (3)
Arizona Board of Regents, Pima County Cooperative Extension	24,500 (5)
Arizona Board of Regents, University of Arizona	44,500 (5)
<b>TOTAL ADOPTED OUTSIDE AGENCY FUNDING</b>	<b><u>9,563,827</u></b>

(1) Contract budgeted in Non Departmental

(2) Contract budgeted in Attractions & Tourism

(3) Contract budgeted in Community and Workforce Development

(5) Contract budgeted in Natural Resources, Parks and Recreation

(6) Contract budgeted in County Administrator



## COUNTY FREE LIBRARY

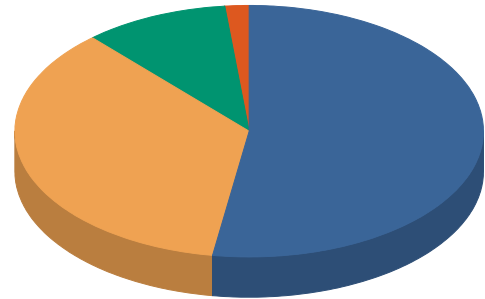
Expenses 46,600,637

Revenues 56,089,054

FTEs 366.50

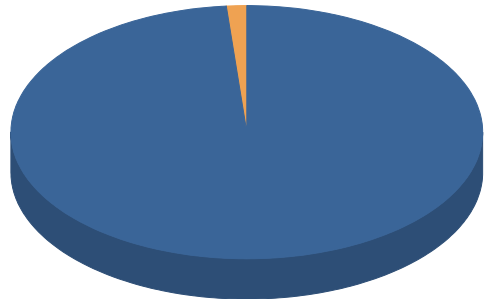
### Expenditures By Program

Public Services	52.50%
Support Services	35.95%
Administration	9.88%
Library-Community Services	1.67%
Total:	100.00%



### Sources of All Funding

Department Revenue	98.70%
Fund Balance Support	1.30%
Total:	100.00%



#### Function Statement:

The Pima County Libraries provide 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

## Department Summary by Program

**Department:** County Free Library

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Administration	3,938,739	4,918,677	4,605,045
Library-Community Services	-	-	777,902
Public Services	19,499,635	24,338,477	24,465,197
Support Services	13,005,612	15,774,336	16,752,493
<b>Total Expenditures</b>	<b><u>36,443,986</u></b>	<b><u>45,031,490</u></b>	<b><u>46,600,637</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Administration	49,167,239	51,517,100	54,823,104
Public Services	1,320,819	1,348,950	1,265,950
Support Services	1,008	-	-
<b>Total Revenues</b>	<b><u>50,489,066</u></b>	<b><u>52,866,050</u></b>	<b><u>56,089,054</u></b>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(6,619,783)	(4,131,000)	(10,225,000)
Fund Balance Decrease/(Increase)	(7,425,297)	(3,703,560)	736,583
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>36,443,986</u></b>	<b><u>45,031,490</u></b>	<b><u>46,600,637</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administration	6.00	6.00	7.00
Library-Community Services	-	-	11.00
Public Services	344.13	343.50	316.00
Support Services	27.00	27.50	32.50
<b>Total Staffing (FTEs)</b>	<b><u>377.13</u></b>	<b><u>377.00</u></b>	<b><u>366.50</u></b>

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 educational, informational, cultural, and recreational needs of the community. Provide leadership, vision, and strategic planning to fulfill the library's mission through the Community Impact Plan, which is centered on Pima Prospers and Pima County's Economic Development Plan.

### Description of Services

Report to the County Administrator on library operations and services provided to the residents of Pima County. Report to the Board of Supervisors acting as the Library District Board of Directors. Build community support for the library by working with the Library Advisory Board, Friends Groups, the Library Foundation, and other community and County departmental partners. Deliver quality library programs and 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. Ensure that library services are responsive and relevant to the communities served. Ensure that staff are well trained, knowledgeable, and have the resources needed to do their jobs. Continue as a vital resource for economic development with an emphasis on Job Help, career exploration, English as a Second Language, and General Education Diploma (GED) preparation and high school graduations, as well as support for entrepreneurship and small business development.

### Program Goals & Objectives

- Increase customer visits to the Library
  - Raise public awareness of service recovery efforts due to the impact of COVID-19
- Provide at least 100 training opportunities to library staff
  - Empower staff with relevant training and development opportunities
- Increase donations to the Library
  - Increase support of Library Foundation and Friends Groups
- Increase program attendance
  - Provide virtual programming options to mitigate the impact of COVID-19 on library services

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Customer visits to library facilities	440,670	736,529	1,848,000
Program attendance	122,181	126,453	173,788
Staff training and development opportunities	10	40	65
Library Foundation and Friends of the Library support	\$219,374	\$280,000	\$347,000

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	692,850	681,747	749,129
Operating Expenses	3,245,889	4,236,930	3,855,916
<b>Total Program Expenditures</b>	<b>3,938,739</b>	<b>4,918,677</b>	<b>4,605,045</b>

### Program Funding by Source

#### Revenues

Property Taxes	49,119,543	51,502,100	54,808,104
Intergovernmental	13,868	15,000	15,000
Investment Earnings	33,828	-	-
<b>Operating Revenue Sub-Total</b>	<b>49,167,239</b>	<b>51,517,100</b>	<b>54,823,104</b>

## Program Summary

Department: County Free Library

Program: Administration

General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(6,620,000)	(4,120,000)	(10,225,000)
Fund Balance Decrease/(Increase)	(38,608,500)	(42,478,423)	(39,993,059)
Other Funding Sources	-	-	-
Total Program Funding	<u>3,938,739</u>	<u>4,918,677</u>	<u>4,605,045</u>
Program Staffing FTEs	6.00	6.00	7.00

## Program Summary

**Department:** County Free Library

**Program:** Library-Community Services

### Function

Contribute to an economically vital and literate community by providing Pima County residents with timely and culturally relevant programs, services and classes at twenty-seven (27) library locations, virtually, and through mobile library services to meet customers where they are. Collaborate with community organizations promote economic and workforce development and literacy for residents of all ages by providing opportunities for customers to reach their full potential.

### Description of Services

Enhance job search and employment skills for job seekers. Introduce language, reading, and early math literacy to young children. Provide culturally relevant programming in libraries and out in the community. Assist students to become lifelong learners by providing homework assistance and materials to aid them toward success in school. Enable adults to pursue continuing education, individual interests, and personal discovery. Transform community lives by educating, inspiring, and connecting the residents of Pima County.

### Program Goals & Objectives

- Improve literacy and reading proficiency for adults
  - Increase attendance at adult literacy programs
- Support workforce and economic development
  - Provide job help classes, English as a second language, GED preparation classes, small business, non-profit, entrepreneurship, and career development opportunities
- Improve literacy and reading proficiency for children and teens
  - Increase attendance at early childhood literacy programs
- Create young readers
  - Ensure that children are better prepared to enter school

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Adult Literacy Program Attendance	n/a	n/a	13,340
Workforce Development Program attendance	n/a	n/a	4,253
Early Childhood Literacy Program attendance	n/a	n/a	2,984
In-person and online homework help attendance	n/a	n/a	2,000

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	-	-	777,902
<b>Total Program Expenditures</b>	-	-	<b>777,902</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	777,902
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	-	-	<b>777,902</b>

<b>Program Staffing FTEs</b>	-	-	<b>11.00</b>
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## Program Summary

**Department:** County Free Library

**Program:** Public Services

### Function

Contribute to an economically vital and literate community by providing Pima County residents with information and materials through lending services, programs and classes, reference and information services, electronic information resources, and public access computers at twenty-seven (27) library locations, virtually, and through mobile library services.

### Description of Services

Provide access to a wide variety of information resources including books, streaming services, downloadable and online information resources. Assist patrons in finding information by providing personalized assistance and structured programs that focus on the needs of each library customer on their journey to reach their full potential.

### Program Goals & Objectives

- Encourage every citizen's potential to be a learner, educator, and collaborator
  - Increase number of library card holders
- Provide timely responsive collections with a variety of information resources including books, streaming services, downloadable resources, and online information services
  - Increase print circulation and number of digital downloads
- Provide a responsive web site environment that encourages customer discovery of relevant materials
  - Increase number of library catalog searches

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Library cardholders	320,486	287,000	300,000
Library catalog searches	2,293,316	2,300,000	2,450,000
Digital downloads completed	2,319,944	2,320,000	2,550,000
Print materials circulated	1,561,731	2,177,826	2,702,844

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	15,059,805	19,635,767	19,768,595
Operating Expenses	4,199,631	4,702,710	4,696,602
Capital Equipment > \$5,000	240,199	-	-
<b>Total Program Expenditures</b>	<b>19,499,635</b>	<b>24,338,477</b>	<b>24,465,197</b>

### Program Funding by Source

#### Revenues

Intergovernmental	96,403	196,000	250,000
Charges for Services	764,101	570,000	530,000
Investment Earnings	147,442	175,000	70,000
Miscellaneous Revenue	312,873	407,950	415,950

<b>Operating Revenue Sub-Total</b>	<b>1,320,819</b>	<b>1,348,950</b>	<b>1,265,950</b>
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<b>General Fund Support</b>	-	-	-
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<b>Net Operating Transfers In/(Out)</b>	217	(11,000)	-
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<b>Fund Balance Decrease/(Increase)</b>	18,178,599	23,000,527	23,199,247
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<b>Other Funding Sources</b>	-	-	-
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## Program Summary

Department: County Free Library

Program: Public Services

Total Program Funding	19,499,635	24,338,477	24,465,197
Program Staffing FTEs	344.13	343.50	316.00

## Program Summary

**Department:** County Free Library

**Program:** Support Services

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### Function

Provide support operations needed for the regional library system including: acquisition, cataloging, and disbursement of library materials; budgetary planning aligned with 21st century technology and library services trends; coordination with Pima County departments to maintain welcoming library spaces; and oversight of projects that support the Library's critical role in the community.

### Description of Services

Outline detailed recommendations for the budget to provide for the needs of changing library collections, including the continued addition of electronic resources. Prioritize revenues and expenditures to support the library system as a vital community asset and driver of economic development. Seek grant opportunities to enhance programs and initiatives that increase access to educational opportunity, new technologies, and innovation. Build and maintain welcoming library facilities identifying the potential for sharing models through coordination with Pima County departments and community organizations. Create flexible spaces with a sound technological infrastructure, to support community demand for engagement, skill building, creativity, and collaboration. Maintain the integrity of software and hardware networks responsible for the management of library materials, public information, and internal systems. Implement a responsive technology plan that allows for increased interaction with community members and organizations. Provide oversight of hiring, training, and retention efforts related to all library personnel. Coordinate professional development for all library personnel in order to build capacity and improve organizational health.

### Program Goals & Objectives

- Identify at least 6 capital improvement projects that implement best practices in the construction and renovation of library spaces
    - Build and maintain welcoming library facilities that promote flexibility, collaboration, and innovation
  - Allocate 13% of budget to the maintenance and upgrade of library materials and electronic resources including electronic books, streaming content, software programs, and electronic databases
    - Maintain an adequate budget to provide for the needs of changing collections including the addition of electronic resources
  - Implement practices related to personnel services including diverse hiring practices, professional development, coordinated training with other County departments, and career ladder opportunities that result in an 82% retention rate
    - Prioritize hiring, training, and retention in order to build organizational capacity and health
  - Allocate 15% of budget to the maintenance and upgrade of network infrastructure, 1,925 public access computers, design and manage software, support services, and technology training opportunities
    - Provide technology infrastructure, support, and training to meet the needs of both staff and community members
- 

Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
Library materials and electronic resources expenditures	4,530,610	5,960,000	6,200,000
Capital improvement projects	3	5	6
Library computers (Personal Computers and laptops)	1,805	1,867	1,925
New staff retention	80%	81%	82%
Library technology infrastructure and support expenditures	6,394,550	6,932,550	7,243,550

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## Program Summary

Department: County Free Library

Program: Support Services

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	1,597,098	1,948,072	2,413,043
Operating Expenses	11,408,514	13,791,264	14,276,450
Capital Equipment > \$5,000	-	35,000	63,000
<b>Total Program Expenditures</b>	<b>13,005,612</b>	<b>15,774,336</b>	<b>16,752,493</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Miscellaneous Revenue	1,008	-	-
<b>Operating Revenue Sub-Total</b>	<b>1,008</b>	<b>-</b>	<b>-</b>
<b>General Fund Support</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>13,004,604</b>	<b>15,774,336</b>	<b>16,752,493</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>13,005,612</b>	<b>15,774,336</b>	<b>16,752,493</b>
<b><u>Program Staffing FTEs</u></b>	<b>27.00</b>	<b>27.50</b>	<b>32.50</b>

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## GRANTS MANAGEMENT & INNOVATION

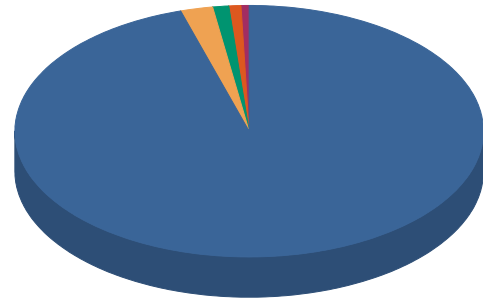
Expenses 113,091,867

Revenues 121,404,590

FTEs 64.00

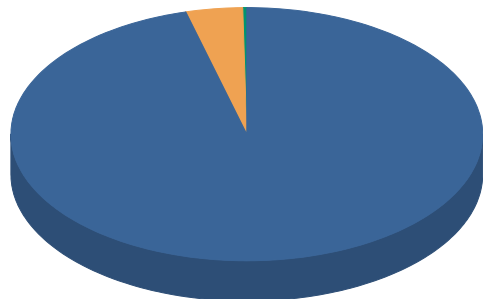
### Expenditures By Program

Grants	95.36%
Finance	2.25%
Administration	1.13%
Development	0.74%
Research & Analysis	0.52%
Total:	100.00%



### Sources of All Funding

Department Revenue	95.71%
General Fund Support	4.14%
Fund Balance Support	0.15%
Total:	100.00%



### Function Statement:

Standardize Pima County grants procedures and implement training; provide comprehensive support for grant award acquisition, sub-awarding, sub recipient contracting, procurement, monitoring and reporting; impact grant development, performance evaluation and policy innovation with data analysis, validation and utilization; manage grants budgets, forecasts, finance, audits and compliance.

### Mandates:

None

## Department Summary by Program

**Department:** Grants Management & Innovation

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Administration	761,641	844,068	1,278,755
Compliance	232,544	-	-
Development	573,983	812,111	842,100
Finance	1,825,933	2,102,454	2,542,187
Grants	59,823,392	903,800	107,835,985
Research & Analysis	252,783	323,309	592,840
<b>Total Expenditures</b>	<b><u>63,470,276</u></b>	<b><u>4,985,742</u></b>	<b><u>113,091,867</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Administration	401	-	-
Grants	59,420,611	957,000	121,404,590
<b>Total Revenues</b>	<b><u>59,421,012</u></b>	<b><u>957,000</u></b>	<b><u>121,404,590</u></b>
General Fund Support	3,959,165	4,081,942	5,255,882
Net Operating Transfers In/(Out)	(369,835)	(53,200)	(13,763,364)
Fund Balance Decrease/(Increase)	459,934	-	194,759
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>63,470,276</u></b>	<b><u>4,985,742</u></b>	<b><u>113,091,867</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administration	4.00	5.00	5.00
Compliance	5.00	-	-
Development	8.00	11.00	10.00
Finance	24.00	25.00	28.00
Grants	1.00	1.00	14.00
Research & Analysis	4.00	5.00	7.00
<b>Total Staffing (FTEs)</b>	<b><u>46.00</u></b>	<b><u>47.00</u></b>	<b><u>64.00</u></b>

## Program Summary

**Department: Grants Management & Innovation**

**Program: Administration**

### Function

Manage the day-to-day operations of the Grants Management & Innovation (GMI) Department, to provide support for the entire lifecycle of all grants for Pima County departments.

### Description of Services

Create and maintain a robust grants lifecycle management program. Coordinate the bureaus of the department to provide grant development, submission, acceptance, compliance, and closeout. Coordinate bureaus to assist departments in analyses of community needs, evidence of need, and the development of programs to meet the needs of the community, to be more competitive for federal, state, local, and foundation funding. Provide policy recommendations to County administration based on analyses of existing grant program performance, community needs, and changing environment.

### Program Goals & Objectives

- Create training curriculum for grants lifecycle management program
- Work with relevant departments and external stakeholders to facilitate grants programs
  - Provide required drafts, reviews, and oversight of grants
  - Provide necessary training to relevant departments to comply with grant requirements
- Train subject matter experts (SMEs) in departments in grant-seeking and writing for competitive proposals
- Amend and maintain policies and procedures to reflect the creation of a new grants lifecycle management program

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Grants lifecycle program developed and maintained	yes	yes	yes
Policies and procedures to reflect new program amended and maintained	yes	yes	yes
Staff training related to grants lifecycle programming	yes	yes	yes
Departmental policies and procedures revised and maintained	yes	yes	yes
Intranet site developed and maintained	yes	yes	yes
Public website developed and maintained	no	yes	yes
Provide unit oversight to implement ongoing training for staff related to departmental policies and procedures	yes	yes	yes

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	454,219	543,931	636,577
Operating Expenses	307,422	300,137	642,178
<b>Total Program Expenditures</b>	<b>761,641</b>	<b>844,068</b>	<b>1,278,755</b>

### Program Funding by Source

<b>Revenues</b>			
Miscellaneous Revenue	401	-	-
<b>Operating Revenue Sub-Total</b>	<b>401</b>	<b>-</b>	<b>-</b>
<b>General Fund Support</b>	<b>1,073,922</b>	<b>844,068</b>	<b>1,278,755</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(312,682)</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Program Summary

Department: Grants Management & Innovation

Program: Administration

Total Program Funding	761,641	844,068	1,278,755
Program Staffing FTEs	4.00	5.00	5.00

## Program Summary

Department: Grants Management & Innovation

Program: Compliance

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### Function

This program has been discontinued. The program summary is provided for informational purpose only.

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	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	232,544	-	-
<b>Total Program Expenditures</b>	<b>232,544</b>	-	-
<b>General Fund Support</b>	232,544	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>232,544</b>	-	-
<b><u>Program Staffing FTEs</u></b>	<b>5.00</b>	-	-

## Program Summary

**Department:** Grants Management & Innovation

**Program:** Development

### Function

Provide support for grant award acquisition, implementation, and reporting, as well as grants programming compliance oversight for active Pima County grants.

### Description of Services

Support Pima County department identification of grant opportunities. Review grant opportunity documents (e.g., application instructions, match requirements, Employee Related Expense caps, application forms, webinars, etc.). Conduct cost benefit analyses for County Administration. Provide comprehensive grant application development and submittal support. Facilitate subrecipient versus contractor determinations in relation to federal grants. Help facilitate grant agreements (e.g., when County is a primary grant recipient or a subrecipient, or when a County department wishes to sub-award part of its grant award to subrecipient(s)). Monitor all active and, where applicable, closed, federal and non-federal grant awards, inclusive of subrecipient sub-awards and contracts. Identify and provide remedies for noncompliance of grant awards.

### Program Goals & Objectives

- Ensure grant opportunities leverage County's capacity for successful completion
  - Ensure opportunities align with County strengths and priorities
  - Mitigate unnecessary risk to the County
- Provide department-level support for grant applications and submissions
- Provide programming-related grants compliance oversight

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Number of grant opportunities vetted and prioritized	120	150	200
Number of grant applications supported	100	150	200
Percent of Grant applications and supporting documentation submitted in a timely manner	100%	100%	100%
Number of subrecipients monitored	n/a	80%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	573,806	809,711	816,970
Operating Expenses	177	2,400	25,130
<b>Total Program Expenditures</b>	<b>573,983</b>	<b>812,111</b>	<b>842,100</b>
<b>General Fund Support</b>	573,983	812,111	842,100
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>573,983</b>	<b>812,111</b>	<b>842,100</b>

<b>Program Staffing FTEs</b>	<b>8.00</b>	<b>11.00</b>	<b>10.00</b>
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## Program Summary

**Department:** Grants Management & Innovation

**Program:** Finance

### Function

Manage the financial and compliance elements of Pima County's grants, through planning and organization.

### Description of Services

Provide grant financial processing and administration. Facilitate grant finance-related compliance and technical support across Pima County. Provide grant financial administration functions of accounting, cash flow management, expense monitoring, record keeping, and fiscal closeout. Provide support during grant acquisition processes relating to financial management systems and budgets for grant applications, and grant agreement negotiations.

### Program Goals & Objectives

- Provide grants finance technical support to Pima County departments
  - Provide necessary information and training to comply with grant fiscal reporting requirements
  - Provide timely and accurate invoice requests for processing
- Provide 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 funds come in within 60 days after each month's close
- Provide timely reporting, record keeping, and fiscal closeout
  - Provide necessary grant finance monthly and/or quarterly reports relating to grant agreement benchmarks
- Provide timely and accurate completion of Pima County's Single Audit

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Timely processing of grant financial activities and cash management	90%	95%	98%
Grant compliance and technical support related to grants finance	yes	yes	yes
Annual Schedule of Expenditures and Federal Awards completed timely and accurately	yes	yes	yes

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,809,881	2,085,164	2,488,345
Operating Expenses	16,052	17,290	53,842
<b>Total Program Expenditures</b>	<b>1,825,933</b>	<b>2,102,454</b>	<b>2,542,187</b>
<b>General Fund Support</b>	1,825,933	2,102,454	2,542,187
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>1,825,933</b>	<b>2,102,454</b>	<b>2,542,187</b>

<b>Program Staffing FTEs</b>	<b>24.00</b>	<b>25.00</b>	<b>28.00</b>
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## Program Summary

**Department:** Grants Management & Innovation

**Program:** Grants

**Function**

Manage grant funding for direct-to-Pima County funds and pass-through funds.

**Description of Services**

Maintain internal controls for direct-to-Pima County funding and pass-through funds.

**Program Goals & Objectives**

- Develop and maintain policies and procedures for the pass-through of funding, including but not limited to intergovernmental agreements and resolution protocols
- Provide financial oversight for Indian Gaming Fund recipients
- Establish and maintain guidance for grant award notifications and needs of the grant fund

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Policies and procedures for direct-to-Pima County funding and pass-through funds updated	yes	yes	yes
Communication with pass-through funders, prospective grantees, and active grantees	yes	yes	yes
Development and execution of grant agreements with funders, grantees, Pima County Attorney's Office, and Clerk of the Board	yes	yes	yes
Monthly forecast reviews for bureau provided	yes	yes	yes
Contingency fund for projected future needs analyzed annually	yes	yes	yes

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	3,721,725	65,677	9,715,733
Operating Expenses	54,765,802	838,123	98,020,252
Capital Equipment > \$5,000	1,335,865	-	100,000
<b>Total Program Expenditures</b>	<b>59,823,392</b>	<b>903,800</b>	<b>107,835,985</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Intergovernmental	59,086,550	957,000	121,404,590
Miscellaneous Revenue	334,061	-	-
<b>Grant Revenue Sub-Total</b>	<b>59,420,611</b>	<b>957,000</b>	<b>121,404,590</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	(57,153)	(53,200)	(13,763,364)
<b>Fund Balance Decrease/(Increase)</b>	459,934	-	194,759
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>59,823,392</b>	<b>903,800</b>	<b>107,835,985</b>

<b>Program Staffing FTEs</b>	<b>1.00</b>	<b>1.00</b>	<b>14.00</b>
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## Program Summary

**Department:** Grants Management & Innovation

**Program:** Research & Analysis

### Function

Manage data analysis and reporting related to Pima County Grants Management & Innovation policy options.

### Description of Services

Analyze data related to Pima County grants. Provide reliable data to evaluate innovations and formulate data-driven policy recommendations. Facilitate County-level collaboration to assure consistency of data governance policy development.

### Program Goals & Objectives

- Provide data-related programming compliance and technical support to Pima County departments
  - Provide necessary information and training support to comply with data-related programming and reporting requirements of funders
  - Develop intranet resource regarding reliable data resources for grant applications
- Collect, analyze, and cross-reference data across Pima County departments and external sources to more reliably assess innovation policy options
- Develop internal capacity for program evaluations for County departments
- Contribute to data governance policy development

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Intranet data resource page created and updated	yes	no	yes
Number of data analyses generated and/or fact-checked relating to policy innovations	12	50	80
Health and behavioral health innovation support	yes	yes	yes
Number of program evaluations created	6	12	15
Data governance policy support	yes	yes	yes

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	252,783	313,309	577,295
Operating Expenses	-	10,000	15,545
<b>Total Program Expenditures</b>	<b>252,783</b>	<b>323,309</b>	<b>592,840</b>
<b>General Fund Support</b>	252,783	323,309	592,840
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>252,783</b>	<b>323,309</b>	<b>592,840</b>

<b>Program Staffing FTEs</b>	<b>4.00</b>	<b>5.00</b>	<b>7.00</b>
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## SCHOOL SUPERINTENDENT

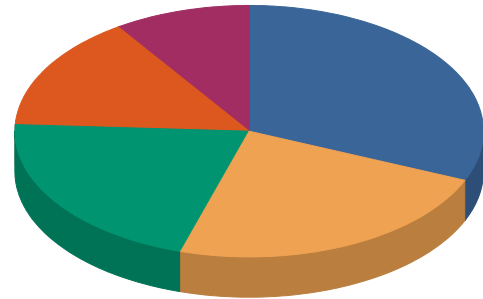
Expenses 4,434,775

Revenues 2,169,610

FTEs 19.05

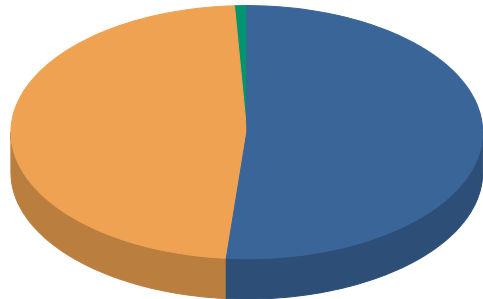
### Expenditures By Program

School Reserve Accommodation School	31.26%
Educational Services	23.47%
Administration	21.08%
Accounting	14.77%
Pima Special Programs	9.42%
Total:	100.00%



### Sources of All Funding

General Fund Support	51.28%
Department Revenue	47.84%
Operating Transfers In	0.88%
Total:	100.00%



### Function Statement:

Perform functions mandated by Title 11, 15, 16, 19, and 42 of Arizona Revised Statutes (ARS), Title 7 of the Arizona Administrative Code, and mandates from federal and state education officials. Administers all funds for public school districts in Pima County, including the issuance of warrants for payroll and accounts payable. Provide financial information on school districts to the Pima County Board of Supervisors to set property tax rates and levies. Ensure that all children in Pima County that are home-schooled or attend a private school must be registered with this office. Ensure that all certificated educators in Pima County record their teaching and administrative credentials with this office as required by law. Conduct all school district governing board elections and any special elections called by any school district. Operates the Pima Accommodation District, educational services, school bus services for students in unorganized territory, and multi-district programs.

### Mandates:

Title 11 of Arizona Revised Statutes - Counties; Title 15 of ARS - Education; Title 16 of ARS - Elections and Electors (as they relate to the Superintendent of Schools' duties); Title 19 of ARS - Initiative, Referendum, and Recall (as they relate to the Superintendent of Schools' duties); Title 42 of ARS- Taxation (as they relate to the Superintendent of Schools' duties); Title 7 of Arizona Administrative Code - Education (as they relate to the Superintendent of Schools' duties)

## Department Summary by Program

**Department:** School Superintendent

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Accounting	475,252	518,706	654,807
Administration	369,450	668,050	934,886
Educational Services	849,293	998,787	1,040,707
Pima Special Programs	256,711	789,700	417,765
School Reserve Accommodation School	-	1,243,357	1,386,610
School Reserve Programs	1,430,608	368,000	-
<b>Total Expenditures</b>	<b><u>3,381,314</u></b>	<b><u>4,586,600</u></b>	<b><u>4,434,775</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Administration	53,636	80,000	305,000
Educational Services	398	-	-
Pima Special Programs	297,888	808,000	478,000
School Reserve Accommodation School	(3,033)	914,000	1,386,610
School Reserve Programs	1,162,921	368,000	-
<b>Total Revenues</b>	<b><u>1,511,810</u></b>	<b><u>2,170,000</u></b>	<b><u>2,169,610</u></b>
General Fund Support	1,639,961	2,105,543	2,325,400
Net Operating Transfers In/(Out)	28,983	-	40,000
Fund Balance Decrease/(Increase)	200,560	311,057	(100,235)
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>3,381,314</u></b>	<b><u>4,586,600</u></b>	<b><u>4,434,775</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Accounting	6.00	6.00	7.00
Administration	2.00	4.00	4.60
Educational Services	7.00	7.95	6.95
Pima Special Programs	4.95	0.50	0.50
<b>Total Staffing (FTEs)</b>	<b><u>19.95</u></b>	<b><u>18.45</u></b>	<b><u>19.05</u></b>

## 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 (ARS). Provide services to ensure accurate reporting requirements that comply with the Uniform System of Financial Records for Arizona School Districts.

### Description of Services

Perform accounting services related to revenues, expenditures, and budgeting. Act as liaison between school districts and the Pima County Treasurer's Office for all districts in Pima County, with minor exemptions for those operating under ARS 15-914.01. Certify that all warrants drawn against a school district are properly authorized by a school district governing board through an executed voucher for those districts whose finances are managed by the Superintendent of Schools. Establish applicable property tax levies for each school district in Pima County, and ensure tax levies are appropriated in accordance with the operating budget duly adopted by each school district governing board.

### Program Goals & Objectives

- Maintain updated school district accounting records that track:
  - Accounting transactions
  - Revenues collected
  - Expenditures processed
  - Warrants issued
- Establish internal control policies and procedures that fulfill statutory and regulatory requirements pertaining to school district financial accounting and reporting
- Maintain transparency with districts and address concerns related to school finance within a reasonable time frame, and provide technical assistance and training as needed

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Accounting transactions recorded	8,239	8,898	10,000
School District revenues collected	724,472,426	669,622,322	1,050,000,000
School District expenditures processed	699,815,150	614,883,232	675,000,000
School District warrants issued	58,699	40,114	61,000
	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	465,122	500,686	605,994
Operating Expenses	10,130	18,020	48,813
<b>Total Program Expenditures</b>	<b>475,252</b>	<b>518,706</b>	<b>654,807</b>
<b>General Fund Support</b>	475,252	518,706	654,807
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>475,252</b>	<b>518,706</b>	<b>654,807</b>
<b>Program Staffing FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>

## Program Summary

**Department:** School Superintendent

**Program:** Administration

### Function

Administer legally mandated functions of the office required by Arizona Revised Statutes (ARS) Titles 15, 16, and 19. Provide administrative support to the Accounting, Educational Services, Pima Accommodation, and Pima Special Programs functions of the office, and implement procedural and legal mandates of the Superintendent of Schools.

### Description of Services

Perform legal or mandatory functions as required by law, including the recording of teaching certificates, home school affidavits, and certificates of educational convenience. Serve as a resource to constituents in Pima County, and distribute laws, reports, circulars, instructions, and forms for the use of school officers. Contract with Pima County Board of Supervisors on the districts for all special school district elections, and appoint governing board members.

### Program Goals & Objectives

- Accurately maintain teacher and administrator certification records in compliance with guidelines prescribed in the uniform system of financial records by tracking the number of teacher and administrator certifications recorded, and updating effective dates and expiration dates as needed
- Successfully perform all legal and regulatory mandated services as required including recording and tracking for private school enrollment, home school affidavits, and Certificates of Educational Convenience
- Collaborate with Districts, Elections, and the Recorders to provide a seamless process for special school district elections
  - Track the number of special elections conducted and governing school board members appointed

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
School District special elections conducted	60,215	60,000	60,000
Governing board members appointed	8	3	3
Private School enrollment count	3,467	4,572	5,000
Certifications for teachers/administrators maintained	4,112	5,000	5,000

<b>Program Expenditures by Object</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
Personnel Services	247,596	360,111	404,568
Operating Expenses	121,854	307,939	530,318
<b>Total Program Expenditures</b>	<b>369,450</b>	<b>668,050</b>	<b>934,886</b>

### Program Funding by Source

<b>Revenues</b>			
Intergovernmental	-	80,000	305,000
Miscellaneous Revenue	53,636	-	-
<b>Operating Revenue Sub-Total</b>	<b>53,636</b>	<b>80,000</b>	<b>305,000</b>
<b>General Fund Support</b>	<b>315,814</b>	<b>588,050</b>	<b>629,886</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>369,450</b>	<b>668,050</b>	<b>934,886</b>

<b>Program Staffing FTEs</b>	<b>2.00</b>	<b>4.00</b>	<b>4.60</b>
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## Program Summary

**Department:** School Superintendent

**Program:** Educational Services

### Function

Develop and coordinate educational service agency programs designed to serve the educational communities in Pima County and Southern Arizona. Collaborate with government, community, and non-profit organizations to provide comprehensive services to educators and students. Ensure that the Superintendent of Schools' office creates a link for various educational service agencies for the benefit of schools, students, and families.

### Description of Services

Provide specialized educational programs in concert and support of local school districts, charter schools, private schools, and homeschoolers. These services include but are not limited to: professional development programs; teacher and leadership trainings; coaching and mentoring; and observation and feedback, which are made available to any educators in Pima and surrounding counties.

### Program Goals & Objectives

- Encourage development of services provided by educational service programs
  - Track the number of supported special programs
- Determine effectiveness of programs based on a variety of tools, such as ongoing formative and summative data collections, antidotal evidence and feedback, course referrals, and retention by tracking the number of special program workshop attendees and career shadow attendees, and monitoring the revenue generated from workshops
- Create new educational programs for County educators based on needs identified, through surveys and feedback
- Ensure safe transportation is available for students that live outside of an established school districts

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Special programs supported	7	7	7
Number of special programs workshop attendees	1,951	2,000	2,000
Number of career shadow attendees	1,025	0	500
Revenue generated from workshops	134,245	159,460	160,000

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	470,133	739,809	781,727
Operating Expenses	379,160	258,978	258,980
<b>Total Program Expenditures</b>	<b>849,293</b>	<b>998,787</b>	<b>1,040,707</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Miscellaneous Revenue	398	-	-
<b>Operating Revenue Sub-Total</b>	<b>398</b>	<b>-</b>	<b>-</b>
<b>General Fund Support</b>	<b>848,895</b>	<b>998,787</b>	<b>1,040,707</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>849,293</b>	<b>998,787</b>	<b>1,040,707</b>

<b>Program Staffing FTEs</b>	<b>7.00</b>	<b>7.95</b>	<b>6.95</b>
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## Program Summary

**Department:** School Superintendent

**Program:** Pima Special Programs

### Function

Administer Pima County school reserve fund. Serve as the business and fiscal agent for small school districts in Pima County to ensure compliance with state and federal mandated requirements. Provide access to K-12 students residing in unorganized territories within Pima County, to public education as required by Arizona Revised Statutes 15-802.

### Description of Services

Provides human resource and payroll functions to those employed under the Pima County Schools Reserve Fund. Employ bus drivers to 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, Lukeville and Why communities, to a neighboring school district to be provided a K-12 education.

### Program Goals & Objectives

- Ensure compliance with federal employment laws
- 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 by tracking the District's gross wages processed for the Pima County Schools Reserve Fund, and ensuring compliance with federal employment laws
- Maintain accurate records for driven miles in bus routes and transported students in unorganized areas by tracking bus routes miles driven, and monitoring the number of students transported from Mt. Lemmon, Lukeville, and Why, AZ

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Bus route miles driven	54,720	19,200	54,720
Students transported from Mt. Lemmon	1	0	0
Students transported from Lukeville and Why AZ	83	115	115

<b>Program Expenditures by Object</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
Personnel Services	243,772	43,020	49,566
Operating Expenses	12,939	746,680	368,199
<b>Total Program Expenditures</b>	<b>256,711</b>	<b>789,700</b>	<b>417,765</b>

### Program Funding by Source

<b>Revenues</b>			
Intergovernmental	209,658	428,000	478,000
Charges for Services	-	380,000	-
Miscellaneous Revenue	88,230	-	-
<b>Operating Revenue Sub-Total</b>	<b>297,888</b>	<b>808,000</b>	<b>478,000</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	(41,177)	(18,300)	(60,235)
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>256,711</b>	<b>789,700</b>	<b>417,765</b>

<b>Program Staffing FTEs</b>	<b>4.95</b>	<b>0.50</b>	<b>0.50</b>
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## Program Summary

**Department:** School Superintendent

**Program:** School Reserve Accommodation School

### Function

Administer educational programs for students in the Pima County Juvenile Detention Center (PCJDC) and the Pima County Adult Detention Center (PCADC).

### Description of Services

Provide educational services to students considered at-risk, incarcerated, or with special needs in the PCJDC and PCADC facilities, through the Pima Accommodation District.

### Program Goals & Objectives

- Provide students with access to public education as required by Arizona Revised Statutes 15-802
  - Track the number of Juvenile Detention students served
  - Track the number of County Jail students served
- Provide instruction to students to meet the Arizona Academic Standards
- Provide students with a high school education as established by the Arizona State Board of Education to earn a high school diploma or a general education diploma

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Juvenile Detention students served	n/a	33	33
County Jail students served	n/a	32	32

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	-	-	1,058,840
Operating Expenses	-	1,243,357	327,770
<b>Total Program Expenditures</b>	<b>-</b>	<b>1,243,357</b>	<b>1,386,610</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Intergovernmental	(3,083)	914,000	1,386,610
Investment Earnings	50	-	-
<b>Operating Revenue Sub-Total</b>	<b>(3,033)</b>	<b>914,000</b>	<b>1,386,610</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	28,983	-	40,000
<b>Fund Balance Decrease/(Increase)</b>	(25,950)	329,357	(40,000)
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>-</b>	<b>1,243,357</b>	<b>1,386,610</b>

## Program Summary

**Department:** School Superintendent  
**Program:** School Reserve Programs

### Function

This program has been merged into Pima Special Programs. This program summary is provided for informational purposes only.

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	1,430,608	204,894	-
Operating Expenses	-	163,106	-
<b>Total Program Expenditures</b>	<b>1,430,608</b>	<b>368,000</b>	<b>-</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	1,162,921	-	-
<b>Operating Revenue Sub-Total</b>	<b>1,162,921</b>	<b>-</b>	<b>-</b>
Intergovernmental	-	368,000	-
<b>Grant Revenue Sub-Total</b>	<b>-</b>	<b>368,000</b>	<b>-</b>
<b>General Fund Support</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>267,687</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>1,430,608</b>	<b>368,000</b>	<b>-</b>

## STADIUM DISTRICT-KINO SPORTS COMPLEX

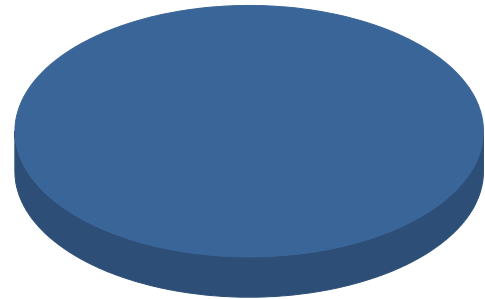
Expenses 8,824,807

Revenues 3,499,140

FTEs 64.74

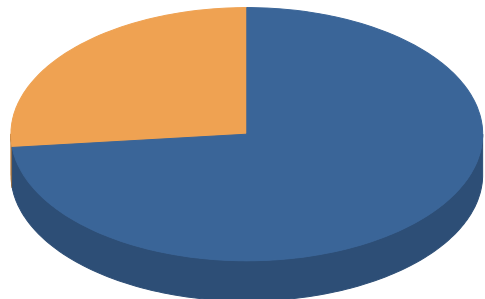
### Expenditures By Program

■ Stadium District Operations	100.00%
Total:	100.00%



### Sources of All Funding

■ Operating Transfers In	73.35%
■ Department Revenue	26.65%
Total:	100.00%



#### Function Statement:

Provide venues for an array of community and revenue generating events to include sports, entertainment, and cultural opportunities. Provide management and administrative oversight function at the Stadium District. Maintain the buildings and facility infrastructure of the Stadium District to the highest possible standard. Maintain natural grass 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 in conjunction with Regional Flood Control and other state and federal agencies. Kino Sports Complex General Fund operations were consolidated into the Stadium District Special Revenue Fund effective July 01, 2019.

#### Mandates:

ARS Title 48, Chapter 26, Stadium Districts

## Department Summary by Program

**Department:** Stadium District-Kino Sports Complex

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Stadium District Operations	7,105,844	8,566,944	8,824,807
<b>Total Expenditures</b>	<b><u>7,105,844</u></b>	<b><u>8,566,944</u></b>	<b><u>8,824,807</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Stadium District Operations	1,574,904	3,272,140	3,499,140
<b>Total Revenues</b>	<b><u>1,574,904</u></b>	<b><u>3,272,140</u></b>	<b><u>3,499,140</u></b>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	4,822,979	4,468,976	5,418,560
Fund Balance Decrease/(Increase)	707,961	825,828	(92,893)
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>7,105,844</u></b>	<b><u>8,566,944</u></b>	<b><u>8,824,807</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Stadium District Operations	65.74	64.75	64.74
<b>Total Staffing (FTEs)</b>	<b><u>65.74</u></b>	<b><u>64.75</u></b>	<b><u>64.74</u></b>

Note: Pursuant to the Intergovernmental Agreement between Pima County and the Pima County Stadium District for Personnel and Services Contract No. 01-57-P-132729-0603 (dated June 17, 2003, recorded in Docket 12080 at Page 213 on June 26, 2003), employees performing work for the Pima County Stadium District are Pima County employees assigned to do work for the Pima County Stadium District. For budgetary purposes only, these employees are shown as FTEs within the Pima County Stadium District. The actual status of these employees during the course of the Intergovernmental Agreement will continue to be as Pima County employees, subject to the Pima County Personnel Policies and Merit Rules. This agreement has extended to the automatic five year renewal which terminates on February 1, 2027 unless otherwise terminated earlier.

# Program Summary

**Department:** Stadium District-Kino Sports Complex

**Program:** Stadium District Operations

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## Function

Provide venues for an array of community and revenue generating events to include: sports, entertainment, and cultural opportunities. Provide management and administrative oversight function at the Stadium District North, Main, and South Complexes. Maintain the buildings and facilities infrastructures of the Stadium District to the highest possible standard. Maintain natural grass athletic fields as well as landscaping of the Stadium District common areas. Provide landscape maintenance services and best management practices for the Kino Environmental Restoration Project (KERP) in conjunction with the Regional Flood Control District (RFCD), and other state and federal agencies.

## Description of Services

Provide services and facilities for sports entertainment, commercial and community activities such as collegiate and semi-professional sporting events, Special Olympics, recreational programs, gem shows, car shows, and concerts. Provide oversight and direction of the Kino Sports Complex North, Main, and South, including Sam Lena and Willie Blake parks. Oversee promotion marketing, financial accountability, site maintenance, contracts, personnel and scheduling of resources associated with the North, Main, and South Complexes. Ensure that all building and facilities are repaired and maintained as needed as part of ongoing facilities maintenance program through the Project Management Office, Facilities Management Department, and contracted vendor services. Maintain landscape and parking lot areas of the Stadium District including upkeep of decomposed granite, reclaimed and potable water irrigation systems, trees, shrubs, groundcover, litter removal, sign replacement, and other hard and softscapes located throughout the Stadium District property. Coordinate management and maintenance of KERP in conjunction with the RFCD and the Regional Wastewater Reclamation Department including mosquito control and abatement to reduce West Nile and Zika virus exposure, increased storm water harvesting, non-native and invasive species control, maintenance of six riparian habitats, and permit compliance with other partner agencies.

## Program Goals & Objectives

- Enhance visitor experience with highest quality resources and customer services
    - Survey customers to identify preferred amenities and service for facilities
    - Customer service levels as measured by returning customers to increase by 10% annually
  - Maintain building and facilities at the highest level to extend life and usefulness
    - Develop prioritized list of building and facility maintenance projects
    - Schedule facilities and resources for maximum usage while allowing for maintenance to avoid overuse
    - Implement and maintain a long-term facility development plan that focuses on sustainability, flexibility, and aesthetics of facilities
    - The number of sports related events scheduled to increase by 10% annually
    - Number of non-sporting events to increase by 10% annually
    - Percentage of identified/completed building and facilities projects greater than 10%
  - Maximize revenues to recover as much costs as possible
    - Develop reasonable fee schedule of various facilities
    - Revenue to increase by 2% annually (restore and increase from pre-COVID-19 levels)
  - Ensure landscapes and fields are safe and maintained to the highest quality in an efficient professional manner
    - Develop a maintenance schedule that allows for the maximum usage of fields
    - The 24-hour grounds maintenance response time to increase by 10% annually
    - Amount of acre-feet of rainwater harvested for irrigation purposes to increase by 20% annually
  - Maximize the harvesting of storm water and limit the use of water purchases both reclaimed and potable for irrigation of the Stadium District-Kino Sports Complex and adjacent County landscapes
    - Develop methods to measure the amounts of rainwater harvested
  - The amount of acre-feet of reclaimed water purchased for irrigation purposes to decrease by 10% annually
    - Develop aeration and fertilization program to improve infiltration of water into soil
-

## Program Summary

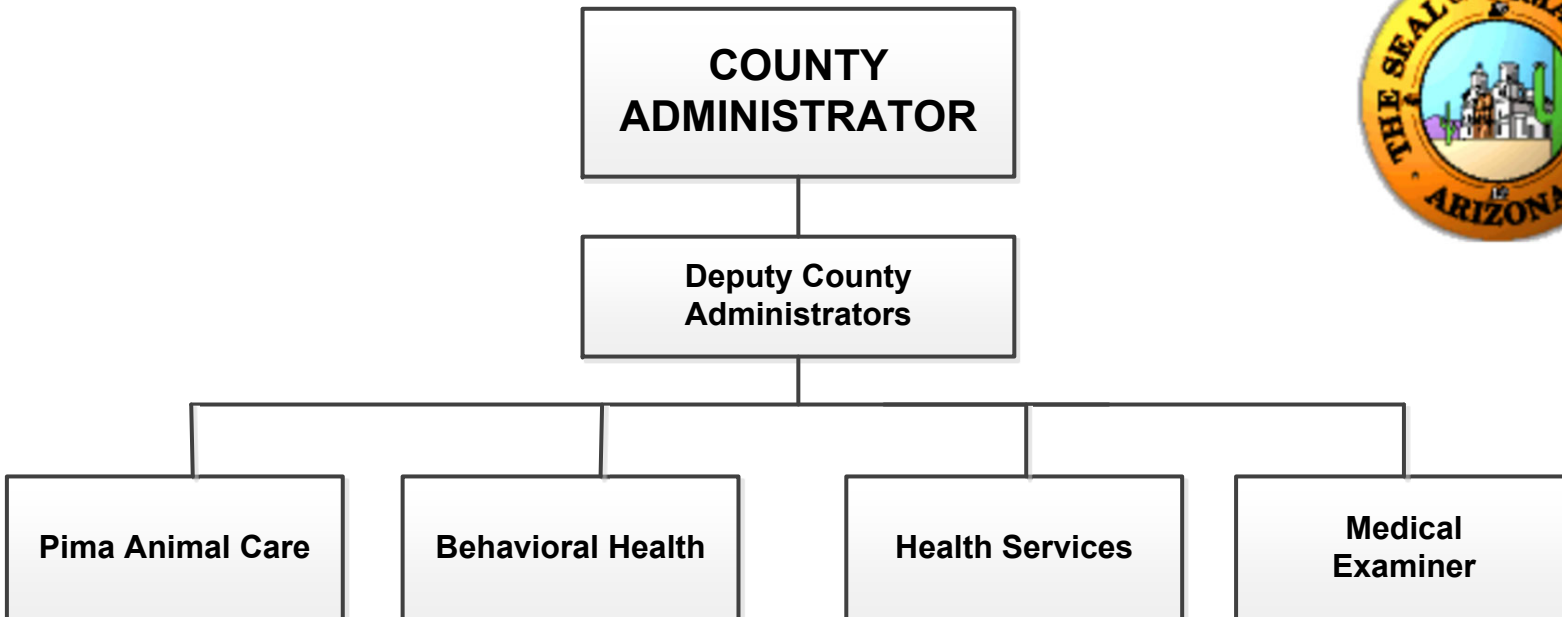
Department: Stadium District-Kino Sports Complex

Program: Stadium District Operations

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Number of returning events/groups	7	15	18
Number of non-sports related community events scheduled	27	5	7
Number of sports related events scheduled	43	30	40
Identified/completed building and facilities projects	0%	10%	10%
The 24-hour grounds maintenance response time	50%	60%	70%
Acre-feet of rainwater harvested for irrigation purposes	168	185	203
Acre-feet of reclaimed water purchased for irrigation purposes (South Expansion connected to reclaimed January 2020)	163	415	395
Yearly revenue increase	8%	-2%	10%
	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	3,214,215	3,807,695	4,215,744
Operating Expenses	3,696,652	4,192,249	4,279,063
Capital Equipment > \$5,000	194,977	567,000	330,000
<b>Total Program Expenditures</b>	<b>7,105,844</b>	<b>8,566,944</b>	<b>8,824,807</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Intergovernmental	924,631	1,100,000	1,200,000
Charges for Services	584,104	2,143,500	2,263,000
Investment Earnings	6,702	-	2,500
Miscellaneous Revenue	59,467	28,640	33,640
<b>Operating Revenue Sub-Total</b>	<b>1,574,904</b>	<b>3,272,140</b>	<b>3,499,140</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	4,822,979	4,468,976	5,418,560
<b>Fund Balance Decrease/(Increase)</b>	707,961	825,828	(92,893)
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>7,105,844</b>	<b>8,566,944</b>	<b>8,824,807</b>
<b>Program Staffing FTEs</b>	<b>65.74</b>	<b>64.75</b>	<b>64.74</b>



# HEALTH SERVICES ORGANIZATION CHART



Health Services Organization Chart July 01, 2022

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**Pima County**  
**Summary of Expenditures by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Expenditures</b>
<b><u>HEALTH SERVICES</u></b>						
<b>Behavioral Health</b>						
Administration	6,344,945	-	-	-	-	6,344,945
Claims - Utilization Management	3,569,693	-	-	-	-	3,569,693
Correctional Health	19,749,531	-	-	-	-	19,749,531
Invest BH	1,732,691	746,697	-	-	-	2,479,388
Restoration to Competency	1,325,175	-	-	-	-	1,325,175
<b>Total Behavioral Health</b>	<b>32,722,035</b>	<b>746,697</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>33,468,732</b>
<b>Health</b>						
Clinical Services	-	17,043,705	-	-	-	17,043,705
Community Health Assurance & Assessment	-	15,542,489	-	-	-	15,542,489
Community Outreach, Prevention, Education	-	13,908,789	-	-	-	13,908,789
Foundational Services	-	19,743,110	-	-	-	19,743,110
<b>Total Health</b>	<b>-</b>	<b>66,238,093</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>66,238,093</b>
<b>Medical Examiner</b>						
Medical Examiner	5,322,873	65,000	-	-	-	5,387,873
<b>Total Medical Examiner</b>	<b>5,322,873</b>	<b>65,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,387,873</b>
<b>Pima Animal Care</b>						
Pima Animal Care	-	1,592,466	-	-	-	1,592,466
Pima Animal Care Operations	12,465,763	-	-	-	-	12,465,763
<b>Total Pima Animal Care</b>	<b>12,465,763</b>	<b>1,592,466</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14,058,229</b>
<b>TOTAL HEALTH SERVICES</b>	<b>50,510,671</b>	<b>68,642,256</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>119,152,927</b>

**Pima County**  
**Summary of Revenues by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Revenues</b>
<b><u>HEALTH SERVICES</u></b>						
<b>Behavioral Health</b>						
Claims - Utilization Management	7,000	-	-	-	-	7,000
Correctional Health	40,000	-	-	-	-	40,000
Invest BH	-	674,802	-	-	-	674,802
Restoration to Competency	312,000	-	-	-	-	312,000
<b>Total Behavioral Health</b>	<b>359,000</b>	<b>674,802</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,033,802</b>
<b>Health</b>						
Clinical Services	-	11,437,829	-	-	-	11,437,829
Community Health Assurance & Assessment	-	14,996,728	-	-	-	14,996,728
Community Outreach, Prevention, Education	-	11,936,379	-	-	-	11,936,379
Foundational Services	-	11,943,298	-	-	-	11,943,298
<b>Total Health</b>	<b>-</b>	<b>50,314,234</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,314,234</b>
<b>Medical Examiner</b>						
Medical Examiner	1,414,500	70,500	-	-	-	1,485,000
<b>Total Medical Examiner</b>	<b>1,414,500</b>	<b>70,500</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,485,000</b>
<b>Pima Animal Care</b>						
Pima Animal Care	-	339,064	-	-	-	339,064
Pima Animal Care Operations	1,958,154	-	-	-	-	1,958,154
Pima Animal Care-Donations	-	5,200	-	-	-	5,200
<b>Total Pima Animal Care</b>	<b>1,958,154</b>	<b>344,264</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,302,418</b>
<b>TOTAL HEALTH SERVICES</b>	<b>3,731,654</b>	<b>51,403,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>55,135,454</b>

**Pima County**  
**Summary of Full Time Equivalents by Fund and Program**  
**Fiscal Year 2022/2023**

Functional Area/Department/Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total FTEs
<b><u>HEALTH SERVICES</u></b>						
<b>Behavioral Health</b>						
Administration	6.00	-	-	-	-	6.00
Claims - Utilization Management	7.00	-	-	-	-	7.00
Correctional Health	2.63	-	-	-	-	2.63
Invest BH	2.46	2.00	-	-	-	4.46
Restoration to Competency	6.00	-	-	-	-	6.00
<b>Total Behavioral Health</b>	<b>24.09</b>	<b>2.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>26.09</b>
<b>Health</b>						
Clinical Services	-	93.80	-	-	-	93.80
Community Health Assurance & Assessment	-	141.00	-	-	-	141.00
Community Outreach, Prevention, Education	-	115.91	-	-	-	115.91
Foundational Services	-	86.00	-	-	-	86.00
<b>Total Health</b>	<b>-</b>	<b>436.71</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>436.71</b>
<b>Medical Examiner</b>						
Medical Examiner	41.00	-	-	-	-	41.00
<b>Total Medical Examiner</b>	<b>41.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>41.00</b>
<b>Pima Animal Care</b>						
Pima Animal Care	-	26.50	-	-	-	26.50
Pima Animal Care Operations	111.00	-	-	-	-	111.00
<b>Total Pima Animal Care</b>	<b>111.00</b>	<b>26.50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>137.50</b>
<b>TOTAL HEALTH SERVICES</b>	<b>176.09</b>	<b>465.21</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>641.30</b>

**NOTE: Slight FTE differences between reports are due to rounding**

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## BEHAVIORAL HEALTH

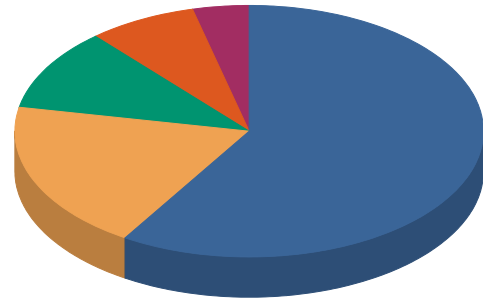
Expenses 33,468,732

Revenues 1,033,802

FTEs 26.09

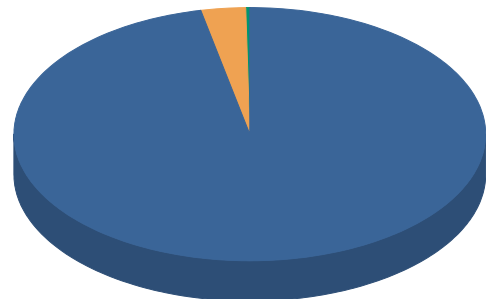
### Expenditures By Program

Correctional Health	59.00%
Administration	18.96%
Claims - Utilization Management	10.67%
Invest BH	7.41%
Restoration to Competency	3.96%
Total:	100.00%



### Sources of All Funding

General Fund Support	96.61%
Department Revenue	3.08%
Operating Transfers In	0.30%
Fund Balance Support	0.01%
Total:	100.00%



### Function Statement:

Ensure the County's compliance with its statutory obligations regarding physical and behavioral health care. The department funds and adjudicates claims in relation to Title 36 (involuntary evaluations). Fund and administer Restoration to Competency services to detainees ordered into the program by the Pima County Superior Court as well as other counties with whom we have an Intergovernmental Agreement (IGA). Fund and administer the contract for the physical and behavioral health care of detainees housed in the adult and juvenile detention centers to ensure the provision of quality health care and the reduction of Pima County liability. Fund and adjudicate claims for forensic interviews and exams for victims of sexual assault or child abuse as well as domestic violence. Design and implement reentry support services for detainees of the Pima County Adult Detention Complex (PCADC) to reduce recidivism and improve health outcomes of those with co-occurring substance use and mental health outcomes. Provide lease oversight of County-owned equipment at Banner University Medical Center - South Campus Behavioral Health Pavilion and the Crisis Response Center. Fund the County's contributions to the Arizona Cost Containment System for the Seriously Mentally Ill, physician training and retention, and cost-sharing for medical claims associated with detainees who require services off-site from the PCADC. Administer the IGA with the Arizona Board of Regents for the operation of Banner University Medical Centers in Tucson.

### Mandates:

ARS 11-297, Seriously mentally ill; County responsibility; definition: ARS 13-1414, Expenses of Investigation: ARS 13-4512, Treatment order; commitment: ARS 31-161, Inmate health care; costs: ARS 31-165, Inmate medical services; rate structure: ARS 36, Chapter 5, Mental Health Services: Periodic Session Law regarding contributions to State health programs.

## Department Summary by Program

**Department: Behavioral Health**

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Administration	4,774,413	5,457,789	6,344,945
Claims - Utilization Management	1,867,469	6,692,507	3,569,693
Correctional Health	16,025,490	17,939,123	19,749,531
Invest BH	554,066	2,198,277	2,479,388
Restoration to Competency	738,152	979,699	1,325,175
<b>Total Expenditures</b>	<b><u>23,959,590</u></b>	<b><u>33,267,395</u></b>	<b><u>33,468,732</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Administration	635	-	-
Claims - Utilization Management	149,291	7,000	7,000
Correctional Health	27,603	20,000	40,000
Invest BH	123,116	527,883	674,802
Restoration to Competency	39,000	312,000	312,000
<b>Total Revenues</b>	<b><u>339,645</u></b>	<b><u>866,883</u></b>	<b><u>1,033,802</u></b>
General Fund Support	23,611,557	32,433,125	32,463,035
Net Operating Transfers In/(Out)	(9,418)	(32,613)	(30,000)
Fund Balance Decrease/(Increase)	17,806	-	1,895
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>23,959,590</u></b>	<b><u>33,267,395</u></b>	<b><u>33,468,732</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administration	5.00	5.00	6.00
Claims - Utilization Management	6.00	7.00	7.00
Correctional Health	2.63	2.63	2.63
Invest BH	3.00	3.46	4.46
Restoration to Competency	6.00	6.00	6.00
<b>Total Staffing (FTEs)</b>	<b><u>22.63</u></b>	<b><u>24.09</u></b>	<b><u>26.09</u></b>



## Program Summary

**Department:** Behavioral Health

**Program:** Administration

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### Function

Fund and administer the County's contributions to the state as well as other mandates. Contract with community organizations for mandated forensic examination evidence collection and other crime victim support services. Administer the County's Intergovernmental Agreement (IGA) with the Arizona Board of Regents (ABOR) for the lease and operation of Banner University Medical Center South Campus (BUMC-South). Fund and administer the County's state match IGA with the Arizona Health Care Cost Containment System (AHCCCS) for the Access to Professional Services Initiative (APSI), which enhances graduate medical professional programs and expansion of access to necessary health care services in the community. Administer contracts to support justice involved population services and support initiatives.

### Description of Services

Pay the County's mandated payments to the state Seriously Mentally Ill (SMI) system, pursuant to ARS 11-297.A.2. Pay the County's contribution to AHCCCS. Contract for and fund provision of the County's mandated responsibilities for forensic evidence collection, and for community behavioral health services to domestic violence victims assessed to be in high-lethality situations. Monitor and/or audit the lease between Pima County and ABOR for compliance with the terms of the lease and related payments, and support of hospital inventory functions for the Behavioral Health Pavilion. Monitor the lease and conduct inventory of the Crisis Response Center (CRC). Identify system gaps and provide solutions for justice involved populations health and support, to reduce utilization of crisis services.

### Program Goals & Objectives

- Avoid sanctions and penalties by conducting monthly reviews of budget, and completing internal audit reviews to ensure compliance with mandates of the state health care delivery systems
- Ensure compliance with mandates regarding collection of forensic evidence in cases of abuse or sexual assault, and provide support for crime victim services through contracts with the following local agencies: Southern Arizona Children's Advocacy Center (SACAC), CODAC, Southern Arizona Center Against Sexual Assault (SACASA), and Emerge
  - Timely payment to agencies listed above
  - Collect data from all agencies that provide forensic interviews and exams and/or domestic abuse services
  - Analyze data to identify areas of need, gaps of service, and to create uniformity in reporting
- Ensure compliance with terms of the lease between Pima County and ABOR, including documentation of deliverables and inventory functions
- Monitor hospital services pursuant to the terms of the lease, to ensure the availability of a range of hospital services on Tucson's south side
- Support Graduate Medical Education enhancement by providing monthly state match contributions to AHCCCS
- Ensure compliance with the terms of the lease between Pima County and the Regional Behavioral Health Authority (RBHA) including inventory functions
- Monitor CRC services pursuant to the terms of the lease between Pima County and the RBHA to ensure the availability of behavioral health crisis services for adult and juvenile populations
  - Establish strong working relationships with both the RBHA and the operator of the CRC to ensure efficient delivery of service and inventory functions

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Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
County's mandated payments to state SMI paid on time	12	12	12
Number of County's contribution to AHCCCS Contract for mandated responsibilities paid	12	12	12
Timely payments made to SACAC	12	12	12
Timely payments made to SACASA	12	12	12
Timely payments made to Emerge	0	12	12
Timely State Match payments made to AHCCCS for APSI	0	1	1

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## Program Summary

Department: Behavioral Health

Program: Administration

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	433,006	479,758	979,130
Operating Expenses	4,341,407	4,978,031	5,365,815
<b>Total Program Expenditures</b>	<b><u>4,774,413</u></b>	<b><u>5,457,789</u></b>	<b><u>6,344,945</u></b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Miscellaneous Revenue	635	-	-
<b>Operating Revenue Sub-Total</b>	<b><u>635</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b>General Fund Support</b>	<b>4,773,778</b>	<b>5,457,789</b>	<b>6,344,945</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b><u>4,774,413</u></b>	<b><u>5,457,789</u></b>	<b><u>6,344,945</u></b>
<b><u>Program Staffing FTEs</u></b>	<b>5.00</b>	<b>5.00</b>	<b>6.00</b>

## Program Summary

**Department:** Behavioral Health

**Program:** Claims - Utilization Management

### Function

Fund and administer Pima County responsibilities related to payment for Arizona involuntary commitment statutes (ARS Title 36), off site healthcare services for detainees of the Pima County Adult Detention Center (PCADC), and process Arizona Health Care Cost Containment System (AHCCCS) applications for hospitalized detainees. Draw down copays from inmate accounts for healthcare services provided onsite at PCADC. Administer the County's responsibilities related to payment for services for victims of crime, payment for services for Restoration to Competency (RTC) services provided to Pima County detainees, and for collection for RTC services provided to detainees of other Arizona Counties.

### Description of Services

Contract for and fund provision of court-ordered evaluation (COE) services mandated by Arizona statutes governing involuntary commitment of individuals for treatment (ARS Title 36). Adjudicate claims for COE services to minimize County liability. Provide for coordination of service and data-sharing among service providers, insurers, AHCCCS, and other system stakeholders. Conduct AHCCCS interviews with hospitalized inmates to cost share for inpatient services.

### Program Goals & Objectives

- Emphasize better coordination of care to reduce the number of inappropriate and/or repeat petitions
  - Collect and analyze data and trends and work with community partners and local providers to streamline processes to reduce the number of inappropriate and/or repeat petitions
- Ensure COE service claims are paid timely and appropriately, in accordance with contracts and/or statute
  - Review all petitions submitted for authorization
  - Charge eligible detainees copays for health care services provided onsite by the healthcare vendor at PCADC
- Limit County liability for inpatient services provided to inmates in Sheriff's custody by utilizing AHCCCS Federal Financial Participation

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Conduct weekly processing of detainee copays to ensure revenue is collected for adult correctional healthcare	52	52	52
Ensure all detainees eligible for AHCCCS FFP are enrolled	100%	100%	100%
Monitor COE payments, to include audits, at least biannually, to ensure payments are in compliance with contracts, and funding remains at or under budget. Six audits per year, two per agency	6	6	20

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	429,027	485,156	530,374
Operating Expenses	1,438,442	6,207,351	3,039,319
<b>Total Program Expenditures</b>	<b>1,867,469</b>	<b>6,692,507</b>	<b>3,569,693</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Charges for Services	74,373	7,000	7,000
Miscellaneous Revenue	74,918	-	-
<b>Operating Revenue Sub-Total</b>	<b>149,291</b>	<b>7,000</b>	<b>7,000</b>
<b>General Fund Support</b>	<b>1,718,178</b>	<b>6,685,507</b>	<b>3,562,693</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Program Summary

Department: Behavioral Health

Program: Claims - Utilization Management

Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,867,469</u>	<u>6,692,507</u>	<u>3,569,693</u>
Program Staffing FTEs	6.00	7.00	7.00

## Program Summary

**Department:** Behavioral Health  
**Program:** Correctional Health

### Function

Pima County Sheriff's Department has the legal responsibility to provide health services for detainees booked into the Pima County Adult Detention Center (PCADC). The Pima County Juvenile Detention Court (PCJDC) is legally responsible for providing health services to youth booked into it. This contract, issued on behalf of the Sheriff's Department and the Juvenile Court by the Behavioral Health Department, allows the County to fulfill those obligations. In addition, a small portion of the contract is to provide psychological services for the Sheriff's Department for their applicants, and for the department members who have been involved in critical incidents.

### Description of Services

Provision of comprehensive physical and behavioral health services to the populations of PCADC and PCJDC, to ensure compliance with National Commission on Correctional Health Care standards and best outcomes for those in a Pima County detention setting, providing or surpassing the community standard of care, minimizing the need for off-site health services, and adverse outcomes related to both physical and behavioral health.

### Program Goals & Objectives

- Audit a minimum of seven contracted performance indicators on a monthly basis for both facilities
- Monitor for business requirement compliance on a monthly basis for both facilities
- Ensure all reports are received within the required timeframe for both facilities
- Remit monthly payment to vendor once all requirements are met within 20 days
- Require a mortality or serious adverse event review to be completed within seven days of the event followed by more comprehensive review within 30 days for all deaths
- Require a formal corrective action plan to be submitted by the Vendor within two weeks of notification by the County of a chronic deficiency in the Vendor's performance or operations identified through the County quality management review process

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Monthly audits of contract performance indicators for PCADC	112	112	112
Monthly audits of contract performance indicators for PCJDC	84	84	84
Monthly monitor of business requirements for PCADC	132	132	132
Monthly monitor of business requirements for PCJDC	96	96	96
Monthly reports monitoring for PCADC	180	180	180
Monthly reports monitoring for PCJDC	48	48	60
Monthly payment to vendor remitted	12	12	12

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	323,663	372,010	396,923
Operating Expenses	15,603,479	17,532,113	19,352,608
Capital Equipment > \$5,000	98,348	35,000	-
<b>Total Program Expenditures</b>	<b>16,025,490</b>	<b>17,939,123</b>	<b>19,749,531</b>

### Program Funding by Source

<b>Revenues</b>			
Charges for Services	8,343	-	-
Miscellaneous Revenue	19,260	20,000	40,000
<b>Operating Revenue Sub-Total</b>	<b>27,603</b>	<b>20,000</b>	<b>40,000</b>

## Program Summary

Department: Behavioral Health  
 Program: Correctional Health

General Fund Support	15,997,887	17,919,123	19,709,531
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>16,025,490</u>	<u>17,939,123</u>	<u>19,749,531</u>
<u>Program Staffing FTEs</u>	2.63	2.63	2.63

## Program Summary

**Department:** Behavioral Health

**Program:** Invest BH

### Function

Pima County's Invest program focuses on the local jail system, through which adults with co-occurring substance use and mental health disorders cycle multiple times each year. After returning to the community from incarceration, these individuals must navigate a complex network to access or continue care. Many end up on the streets, in emergency rooms, and/or back in jail. Invest seeks to disrupt this cycle of crisis, with a targeted set of screenings, interventions and navigation to mainstream services, e.g. Arizona Health Care Cost Containment System (AHCCCS), Supplemental Nutrition Assistance System (SNAP), Supplemental Security Income (SSI), Social Security Disability Insurance (SSDI), etc. that will sustain participants' recovery, wellness and advancement over the long term.

### Description of Services

Perform re-entry support services, to include but not limited to: peer support; employment/education support; housing; transportation; coordinated case planning; and resource navigation. Enhance data-sharing systems between the justice and health partners, implement a critical time intervention program and perform program evaluation.

### Program Goals & Objectives

- Improve the health of each program participant
  - Ensure each individual is provided an individualized life plan
  - Providing in-custody forensic peer support
  - Providing post-release critical time intervention services
  - Address current gaps in jail health/community health coordination
- Increase individual self sufficiency
  - Increase employability of program participants
  - Assisting program participants with applications to mainstream benefits (AHCCCS, SNAP, SSI/SSDI, etc)
- Conduct Evaluation
  - Collect program participant justice and health utilization information
  - Create data sharing agreement, informed consent and release of information
  - Design and Implement randomized control assignment of program participants into treatment and control groups

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Program participants enrolled	n/a	30	100
Work readiness milestone (e.g. resume) completed	1	20	35
Program participants connected to primary care/health home	n/a	15	50
Freedom Management courses offered	1	32	32

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	284,638	393,666	643,767
Operating Expenses	269,428	1,804,611	1,835,621
<b>Total Program Expenditures</b>	<b>554,066</b>	<b>2,198,277</b>	<b>2,479,388</b>

### Program Funding by Source

#### Revenues

Intergovernmental	123,116	527,883	674,802
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<b>Grant Revenue Sub-Total</b>	<b>123,116</b>	<b>527,883</b>	<b>674,802</b>
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General Fund Support	422,562	1,703,007	1,832,691
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Net Operating Transfers In/(Out)	(9,418)	(32,613)	(30,000)
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## Program Summary

Department: Behavioral Health

Program: Invest BH

<b>Fund Balance Decrease/(Increase)</b>	17,806	-	1,895
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<u><u>554,066</u></u>	<u><u>2,198,277</u></u>	<u><u>2,479,388</u></u>
<b><u>Program Staffing FTEs</u></b>	<b>3.00</b>	<b>3.46</b>	<b>4.46</b>



## Program Summary

**Department:** Behavioral Health

**Program:** Restoration to Competency

### Function

Pima County's restoration to competency program is designed to provide defendants comprehensive competency to stand trial restoration services who are court-ordered into the program. These functions are compelled by Arizona statute. Behavioral Health (BH) also provides restoration services for other Arizona counties by virtue of Intergovernmental Agreements (IGA) with those entities.

### Description of Services

Perform evaluation, education, and corroboration of defendants in order to restore them to competent status, or make a determination that the defendant is not restorable. Submit reports regularly to the court on defendant progress.

### Program Goals & Objectives

- Improve the mental health of each individual ordered to the program
  - Ensure each individual is provided an individualized restoration plan started within seven days of admission
- Track and make available statistical information of defendants who received services
  - Provide reports to the BH Director on defendant activity as needed
- Support the ethical administration of justice and to ensure comprehensive and efficient assessment of defendants by prioritizing staff professional development
  - Staff to attend trainings as available in forensic areas and competency to stand trial developments
  - Staff to further broaden skill sets via Certified Correctional Health Professional participation and other certifications supportive to program process
  - Establish a database of info related to any court decisions that impact RTC functioning at peak effectiveness and report significant trends to BH Director
- Review current status of all IGA health with other counties
  - Update all IGA's coming to a close in 2022 and 2023

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Expand the Pro Re Nata forensic pool from four doctors to six to address increased demand for services	4	4	6
Number of Pro Re Nata forensic psychologists on Pima County contracts	0	0	6
IGA agreements with other Arizona counties (not to exceed six)	3	3	6

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	593,341	657,215	709,919
Operating Expenses	144,811	322,484	615,256
<b>Total Program Expenditures</b>	<b>738,152</b>	<b>979,699</b>	<b>1,325,175</b>

### **Program Funding by Source**

<b>Revenues</b>			
Intergovernmental	39,000	312,000	312,000
<b>Operating Revenue Sub-Total</b>	<b>39,000</b>	<b>312,000</b>	<b>312,000</b>
<b>General Fund Support</b>	699,152	667,699	1,013,175
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-

## Program Summary

Department: Behavioral Health

Program: Restoration to Competency

Total Program Funding	738,152	979,699	1,325,175
Program Staffing FTEs	6.00	6.00	6.00

## HEALTH

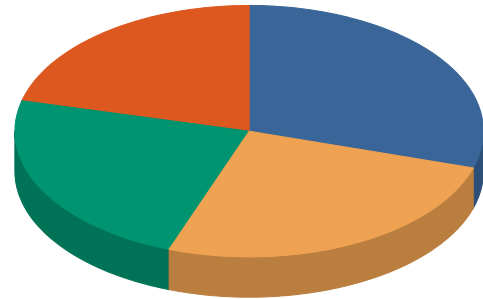
Expenses 66,238,093

Revenues 50,314,234

FTEs 436.71

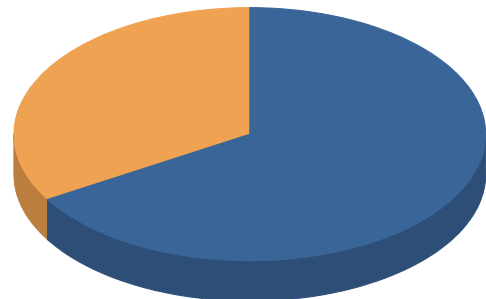
### Expenditures By Program

■ Foundational Services	29.81%
■ Clinical Services	25.73%
■ Community Health Assurance & Assessment	23.46%
■ Community Outreach, Prevention, Education	21.00%
Total:	100.00%



### Sources of All Funding

■ Department Revenue	66.38%
■ Operating Transfers In	33.62%
Total:	100.00%



### Function Statement:

The role of the Health Department is to facilitate access to care for all Pima County residents; promote a safe, healthy, and prepared Pima County; stimulate collaboration across Pima County on issues of community health, safety, and well being; and grow and sustain a public health workforce that is prepared and knowledgeable.

### Mandates:

Mandated services include sexually transmitted disease (STD) treatment, tuberculosis (TB) screening/ treatment (ARS 36-717), and immunizations (ARS 36-673); delegated services through the state of Arizona include Consumer Health & Food Safety (ADHS Delegation Agreement) and Vital Registration (ARS 36-324); COVID-19 related reporting requirements to the State for case reporting, testing and vaccination

## Department Summary by Program

**Department: Health**

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Clinical Services	5,805,681	9,572,689	17,043,705
Community Health Assurance & Assessment	27,176,706	7,802,644	15,542,489
Community Outreach, Prevention, Education	7,401,371	10,315,481	13,908,789
Foundational Services	17,567,604	9,035,877	19,743,110
<b>Total Expenditures</b>	<b><u>57,951,362</u></b>	<b><u>36,726,691</u></b>	<b><u>66,238,093</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Clinical Services	2,736,152	3,517,810	11,437,829
Community Health Assurance & Assessment	6,867,153	5,360,786	14,996,728
Community Outreach, Prevention, Education	6,633,938	8,607,245	11,936,379
Foundational Services	457,232	668,399	11,943,298
<b>Total Revenues</b>	<b><u>16,694,475</u></b>	<b><u>18,154,240</u></b>	<b><u>50,314,234</u></b>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	6,882,647	9,710,346	20,635,839
Fund Balance Decrease/(Increase)	34,374,240	8,862,105	(4,711,980)
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>57,951,362</u></b>	<b><u>36,726,691</u></b>	<b><u>66,238,093</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Clinical Services	89.38	92.03	93.80
Community Health Assurance & Assessment	77.00	96.43	141.00
Community Outreach, Prevention, Education	110.28	122.23	115.91
Foundational Services	43.00	63.00	86.00
<b>Total Staffing (FTEs)</b>	<b><u>319.65</u></b>	<b><u>373.68</u></b>	<b><u>436.71</u></b>

## Program Summary

**Department:** Health

**Program:** Clinical Services

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### Function

The primary goal of the Clinical Services Program of the Health Department (HD) is to prevent infectious and chronic diseases in Pima County. Disease prevention and education strategies, direct clinical services, disease investigation, referral services and community collaboration are all tools used to accomplish this goal. Specific clinical services provided to the community include vaccinations for children and adults, youth oral health screening and preventative treatments, family planning and sexual health services, and State-mandated tuberculosis diagnosis and treatment. Physicians, nurse practitioners, and nurses deliver direct clinical services at four permanent clinics as well as via mobile clinics at schools, special events, and remote locations. HD uses specially designed and retrofitted recreational vehicles and vans to provide oral health screenings, fluoride, and sealant treatments at elementary schools, health screenings in high schools, and testing and education services at community outreach events throughout the year. Primary funding sources include direct service revenue, grants, and general fund support. Grant funding includes agency, state, and federally originated awards.

### Description of Services

Public health services are provided at four permanent clinic locations and via on-site mobile clinics at schools, workplaces or community events. These services are provided by a spectrum of clinicians, nurses, health aides, hygienists and professional staff. HD employs an integrated service model that promotes whole health. Through the implementation of grant services and county support, residents are not refused services due to inability to pay. Services provided include: immunization and vaccine preventable disease program; Title X family planning and reproductive health; sexual health and sexually transmitted disease control; tuberculosis control; oral health screening and preventative treatment; and Public Health Nursing.

### Program Goals & Objectives

- Protect the public health, limit or prevent the spread of disease, and promote community well-being throughout Pima County
  - Assure that vaccination and immunization services are available and accessible to all persons throughout Pima County
  - Provide clinical, prevention, education and disease surveillance services in a variety of settings throughout Pima County to assure all residents have equitable access to care
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Clients receiving reproductive and sexual health services	11,394	11,500	11,500
Immunizations provided	32,309	32,000	32,000
Tuberculosis control visits	5,032	4,900	5,000
Children vaccinated	6,795	6,500	6,500
Clinical visits completed	38,232	40,000	38,500
Oral health screenings and preventative treatments	4,277	7,920	7,800

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## Program Summary

Department: Health

Program: Clinical Services

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	3,664,287	6,661,354	8,080,285
Operating Expenses	2,094,833	2,911,335	8,940,420
Capital Equipment > \$5,000	46,561	-	23,000
<b>Total Program Expenditures</b>	<b>5,805,681</b>	<b>9,572,689</b>	<b>17,043,705</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Licenses & Permits	199	-	-
Charges for Services	569,674	524,784	598,162
Miscellaneous Revenue	3,072	-	-
<b>Operating Revenue Sub-Total</b>	<b>572,945</b>	<b>524,784</b>	<b>598,162</b>
Intergovernmental	1,505,252	2,453,725	10,650,749
Investment Earnings	2	-	-
Miscellaneous Revenue	657,953	539,301	188,918
<b>Grant Revenue Sub-Total</b>	<b>2,163,207</b>	<b>2,993,026</b>	<b>10,839,667</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	<b>(93,995)</b>	<b>(21,204)</b>	<b>(395,697)</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>3,163,524</b>	<b>6,076,083</b>	<b>6,001,573</b>
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>5,805,681</b>	<b>9,572,689</b>	<b>17,043,705</b>
<b><u>Program Staffing FTEs</u></b>	<b>89.38</b>	<b>92.03</b>	<b>93.80</b>

# Program Summary

**Department:** Health

**Program:** Community Health Assurance & Assessment

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## Function

The Community Health Assurance & Assessment (CHA&A) programs of the Health Department (HD) work to protect the public from the threat of illness or injury, prepare for and limit the impact of public health emergencies, and provide vital records services to the residents of Pima County. This includes the Consumer Health and Food Safety, Epidemiology, Public Health Emergency Preparedness, and Vital Records programs. Consumer Health and Food Safety is responsible for limiting the incidence and spread of food and vector-borne illness in food establishments, recreational water facilities, commercial lodging, and other licensed facilities. Specific duties include educating establishments on necessary food safety rules, providing facility plan review, inspecting food preparation areas, and monitoring public recreational pools and splash pads to help minimize the risk of disease and keep Pima County safe. The staff of the Epidemiology program are responsible for investigating cases of infectious diseases in Pima County and working with those individuals impacted by these diseases to connect them to care, monitor progress, and limit the potential spread of the disease. This includes performing contact tracing, data analysis, field investigation, and case management. Public Health Emergency Preparedness is a primarily grant-funded program with the intent of increasing community readiness for public health emergencies. Such emergencies can be disease driven, such as the COVID-19 pandemic, or tied to natural or man made disasters. This program provides coordination and training for community agencies, leadership in the event of actual emergencies, and collaborates regularly with local, state, and federal emergency agencies. Vital Records provides timely, accurate, certified birth and death certificates to members of the public as well as regional businesses, a necessary and mandated service for school registration, public identification such as licenses or passports, and necessary documentation for end of life needs. The Health Department delivers this service in a fashion that maintains security of essential documents and limits potential for fraud while providing fast service to county residents and mortuaries.

## Description of Services

The programs in CHA&A provide comprehensive surveillance, investigation, inspection, and remediation services to mitigate potential sources of public health hazards in Pima County. This group also provides public health emergency preparedness services for the County, including collaboration with local, state, and federal emergency management agencies. Leveraging extra-county funds allows programs in this group to support and implement the Voluntary National Retail Food Regulatory Program to maintain best practices for regulation and inspection of food service and retail food establishments.

Services provided include: perform inspection, licensing, and complaint investigation for food service establishments, public recreation water facilities, and housing; provide food service certification and public recreational water facility certification classes; conduct disease vector and mosquito control activities; perform epidemiological infectious disease control functions, including 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; advance community resilience, incident management, coordinating an effective response, information management, medical countermeasure distribution, expanding medical services to handle large events, and bio surveillance; register Pima County birth and death records; and provide birth certificates, death certificates, and fetal death certificates.

## Program Goals & Objectives

- Assure Pima County residents and visitors of safe, licensed, properly operated food establishments and public recreation water facilities
  - Maintain and enhance Pima County public health emergency preparedness through training, education, collaborative, and cooperative relationships with regional agencies
  - Provide Pima County with timely and accurate vital records services
  - Protect the public health by providing infectious disease surveillance and management functions
-

## Program Summary

**Department:** Health

**Program:** Community Health Assurance & Assessment

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Food establishment inspections performed	13,988	15,000	15,000
Plan reviews completed	402	400	380
Vital record certificates issued	90,143	92,000	94,000
Public health emergency preparedness trainings and exercises executed	26	28	25
Epidemiological cases contacts	8,056	9,000	9,000
	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	4,939,281	5,954,029	7,203,083
Operating Expenses	22,194,550	1,848,615	8,339,406
Capital Equipment > \$5,000	42,875	-	-
<b>Total Program Expenditures</b>	<b>27,176,706</b>	<b>7,802,644</b>	<b>15,542,489</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Licenses & Permits	2,239,988	2,173,526	2,608,231
Charges for Services	1,853,582	1,613,952	2,197,252
Miscellaneous Revenue	2,760	-	-
<b>Operating Revenue Sub-Total</b>	<b>4,096,330</b>	<b>3,787,478</b>	<b>4,805,483</b>
Intergovernmental	2,770,823	1,573,308	10,191,245
<b>Grant Revenue Sub-Total</b>	<b>2,770,823</b>	<b>1,573,308</b>	<b>10,191,245</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	(237,250)	(170,766)	5,596,826
<b>Fund Balance Decrease/(Increase)</b>	20,546,803	2,612,624	(5,051,065)
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>27,176,706</b>	<b>7,802,644</b>	<b>15,542,489</b>
<b>Program Staffing FTEs</b>	<b>77.00</b>	<b>96.43</b>	<b>141.00</b>



# Program Summary

**Department:** Health

**Program:** Community Outreach, Prevention, Education

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## Function

The Community Outreach, Prevention, and Education (COPE) programs of the Health Department (HD) engage Pima County residents in public health services where they live, learn, work, play, and pray. Through primarily grant-funded programs, COPE staff engage and empower the community and focus on preventative programs and initiatives that create policy, systems, and environmental change. COPE programs promote and advance health equity by working to reduce disparities, such as access to care, healthy food, safe neighborhoods and living conditions, and other social determinants of health.

This division is the spearhead of the equity and health literacy efforts of the department, and the primary focus and guiding principle of this division and all activities conducted in these programs. Major areas of focus include: child development and nutrition; tobacco and chronic disease prevention; mental health and substance abuse mitigation; and school based activity programs.

Child development and nutrition programs include Women, Infants, and Children (WIC), a long standing initiative to provide: healthy food to needy families; maternal-child health home visitation; multiple phases of the State-sponsored First Things First program; and child-care health consultants who work with regional child care centers to support healthy conditions, activities, and nutrition for pre-school aged community members.

Tobacco and chronic disease programs work to: prevent access and use of tobacco and related products by underage teens and children; provide cessation support for adults; and create healthier workplaces, schools, and multi-unit living communities. State-funded programs support inspection and compliance services for tobacco retailers and assist local businesses in maintaining adherence to State tobacco laws.

Chronic disease programming aims to: remove obstacles to healthy living; increase care access for individuals with chronic disease; and promote healthy behaviors.

Mental health and substance abuse works to: reduce overdose fatalities; decrease substance misuse; and minimize the impact of opioids through education and community based services to strengthen families and communities. This includes prescription drug overdose programming as well.

School based activity programs include coordinated school health, a comprehensive initiative that provides schools with support in creating healthy menus, curricula that promote physical activity, and active recess programs.

The bicycle-pedestrian safety program encourages youth and adults to safely bicycle and walk, promoting safety measures and advocacy that mitigate risk while decreasing the bicycle and pedestrian fatality rate in Pima County.

## Description of Services

Public health services provided by COPE include an array of programs that provide education and support to Pima County residents where they live, learn, work, and gather. From the federally and state supported WIC program, to the new Racial and Ethnic Approaches to Community Health project that works with at-risk populations to create healthier environments and reduce the burden of disease, this division leverages county and extra-county resources to provide Pima County residents with an environment that encourages public health. Services provided include: community nutrition via the WIC program; coordinated school health; opioid and prescription drug overdose prevention; tobacco education and prevention; worksite wellness; maternal/child health programs; injury and violence prevention; teen pregnancy prevention; and HIV/STD prevention and risk-reduction including IVD users.

## Program Goals & Objectives

- Provide population based health services in the community where people live, learn, work, and gather to promote equitable access to care and opportunity to thrive
  - Foster healthy living and environments for all of Pima County with a focus on populations and areas facing health inequities or high risks for morbidity/mortality
  - Promote proper nutrition and health for children, mothers, and expectant women through education and assistance
  - Assess the health of the community through systematic data collection and analysis to better facilitate service delivery and support
-

## Program Summary

Department: Health

Program: Community Outreach, Prevention, Education

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Number of WIC program participants	109,416	112,000	114,000
WIC program visits	27,354	28,000	28,500
Schools benefitting from coordinated health	84	75	75
Adolescents receiving reproductive and sexual health education and services via mobile clinics	615	600	600
Smoke Free establishment consultations	5,577	5,600	5,750
	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	5,114,308	7,324,669	7,850,495
Operating Expenses	2,287,063	2,990,812	6,058,294
<b>Total Program Expenditures</b>	<b>7,401,371</b>	<b>10,315,481</b>	<b>13,908,789</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Miscellaneous Revenue	2,298	-	-
Gain or Loss on Disposal of Assets	2,655	-	-
<b>Operating Revenue Sub-Total</b>	<b>4,953</b>	<b>-</b>	<b>-</b>
Intergovernmental	6,539,495	8,564,549	11,802,840
Miscellaneous Revenue	89,490	42,696	133,539
<b>Grant Revenue Sub-Total</b>	<b>6,628,985</b>	<b>8,607,245</b>	<b>11,936,379</b>
<b>General Fund Support</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(320,564)</b>	<b>(264,906)</b>	<b>(916,162)</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>1,087,997</b>	<b>1,973,142</b>	<b>2,888,572</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>7,401,371</b>	<b>10,315,481</b>	<b>13,908,789</b>
<b>Program Staffing FTEs</b>	<b>110.28</b>	<b>122.23</b>	<b>115.91</b>

# Program Summary

**Department:** Health

**Program:** Foundational Services

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## Function

Foundational Services provides support and enhancement services for the rest of the Health Department (HD). Through organizational development, strategic planning and accreditation, performance management and quality improvement, public health data services, and consolidated business operations, these programs support the outward facing HD divisions, and prepare staff and programs alike to be better able to provide Pima County residents with professional, effective public health services.

Organizational development initiates, implements, and tracks employee and workforce development curricula, including trainings and professional development opportunities. This program also collaborates with local and national organizations to advance Pima County as an academic health department, coordinating internships, and maintaining HD as the public health leader in Pima County.

Strategic planning and accreditation focuses on identifying community health needs, prioritizing public health focus areas, and guiding development of the County HD strategic plan. Using established tools such as the Community Health Needs Assessment, surveys and interviews, and nationally accepted public health guidance, this program helps direct the future of the department in a coherent and sustained fashion. Through directed review and reporting, this program also coordinates the Public Health Accreditation process, maintaining the standards necessary to be certified as a high-performing public health department.

Performance management and quality improvement provides resources to review and assess the ability of HD programs to efficiently and effectively deliver quality public health services. A plan-do-check approach guides multiple quality improvement projects and fosters a collaborative environment to keep HD programs on a continuous cycle of improvement.

Public Health Data Services provides professional health data expertise to the department, supporting epidemiologists and business analysts to empower departmental leadership in making data-informed decisions.

Consolidated business operations provides the budgetary, fiscal, and logistical support to maintain HD programs. In addition to processing accounts payable and receivable, collaborating with County Finance to develop and monitor departmental budgets, and providing coordinated oversight of department contracts and grants, this program includes warehouse and supply distribution, motor pool and information technology coordinators, and Health contracts.

## Description of Services

HD support provided by Foundational Services includes all logistical and administrative support necessary to operate a large department. Additionally, this program initiates, coordinates or employs multiple innovative strategies to enhance the public health services delivered by other programs within the department.

Services provided include: supporting departmental development through strategic planning, process improvement, accreditation and fostering community collaboration; managing supply and warehouse functions including maintenance of clinical and pharmaceutical supplies, inventory, procurement and delivery; providing fiscal oversight and management for the department, including budget performance assessment and regular reporting, financial document management and review, and budget development; procurement and contract management including development of requisitions, contracts, supporting documentation and administrative/Board of Supervisors correspondence; and liaise with County and community organizations necessary for the promotion and delivery of services, development of relationships, and promotion of community-wide public health.

## Program Goals & Objectives

- Maintain a trained, professional, and engaged workforce delivering public health services in a supported and efficient fashion
- Operate the department in accordance with County standards, procedures and policies, and maintain fiscal responsibility and budget compliance
- Support and advance the programmatic operations of the Health Department through communication, collaboration, development, and quality improvement befitting an accredited organization
- Establish and maintain professional business operations, including rapid and accurate processing of financial documents, budget development, and operational tenets

## Program Summary

Department: Health

Program: Foundational Services

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Media releases and impressions managed	86	80	85
Quality improvement projects completed	3	2	5
Employees attending trainings	440	450	450
Financial reports produced and oversight meetings held	24	24	24
	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,737,487	5,507,880	5,856,239
Operating Expenses	15,830,117	3,527,997	13,886,871
<b>Total Program Expenditures</b>	<b>17,567,604</b>	<b>9,035,877</b>	<b>19,743,110</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Intergovernmental	199,487	-	500,000
Investment Earnings	35,569	12,000	12,000
Miscellaneous Revenue	71,538	3,000	3,000
<b>Operating Revenue Sub-Total</b>	<b>306,594</b>	<b>15,000</b>	<b>515,000</b>
Intergovernmental	150,626	653,399	11,428,298
Miscellaneous Revenue	12	-	-
<b>Grant Revenue Sub-Total</b>	<b>150,638</b>	<b>653,399</b>	<b>11,428,298</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	7,534,456	10,167,222	16,350,872
<b>Fund Balance Decrease/(Increase)</b>	9,575,916	(1,799,744)	(8,551,060)
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>17,567,604</b>	<b>9,035,877</b>	<b>19,743,110</b>
<b>Program Staffing FTEs</b>	<b>43.00</b>	<b>63.00</b>	<b>86.00</b>

## MEDICAL EXAMINER

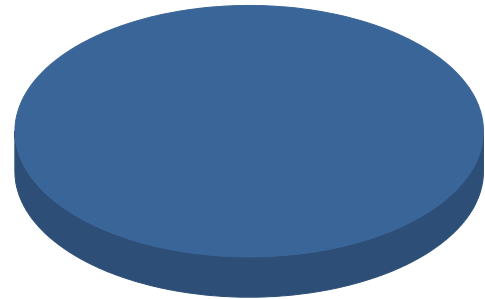
Expenses 5,387,873

Revenues 1,485,000

FTEs 41.00

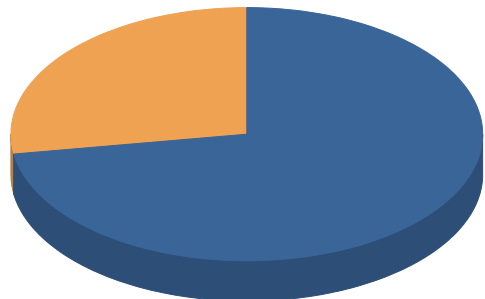
### Expenditures By Program

■ Medical Examiner	100.00%
Total:	100.00%



### Sources of All Funding

■ General Fund Support	72.47%
■ Department Revenue	27.53%
Total:	100.00%



### Function Statement:

Perform death investigations regarding individuals whose deaths fall under the jurisdiction of the Office of the Medical Examiner-Forensic Science Center as mandated by ARS 11-591, et seq.

### Mandates:

ARS Title 11, Chapter 3, Article 12: County Medical Examiner

## Department Summary by Program

Department: Medical Examiner

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Medical Examiner	4,583,290	4,964,759	5,387,873
<b>Total Expenditures</b>	<b><u>4,583,290</u></b>	<b><u>4,964,759</u></b>	<b><u>5,387,873</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Medical Examiner	1,827,462	1,534,803	1,485,000
<b>Total Revenues</b>	<b><u>1,827,462</u></b>	<b><u>1,534,803</u></b>	<b><u>1,485,000</u></b>
General Fund Support	2,835,872	3,468,429	3,908,373
Net Operating Transfers In/(Out)	84	(1,803)	-
Fund Balance Decrease/(Increase)	(80,128)	(36,670)	(5,500)
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>4,583,290</u></b>	<b><u>4,964,759</u></b>	<b><u>5,387,873</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Medical Examiner	35.00	39.00	41.00
<b>Total Staffing (FTEs)</b>	<b><u>35.00</u></b>	<b><u>39.00</u></b>	<b><u>41.00</u></b>

## Program Summary

**Department:** Medical Examiner

**Program:** Medical Examiner

### Function

Perform investigations regarding individuals whose deaths are under the jurisdiction of the Office of the Medical Examiner, as mandated by ARS Title 11, Chapter 3, Article 12: County Medical Examiner.

### Description of Services

Perform death investigation functions to include; autopsies, certifying cause and manner of death, information gathering, report preparation, and court testimony. Provide these services, upon request and for a fee, to other counties in Arizona.

### Program Goals & Objectives

- Maintain the highest possible quality of death investigation standards
  - Respond to requests for decedent 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 postmortem reports within 4 weeks
  - Respond to at least 95% of outside personnel, families, etc. within 2 days

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Decedents removed within 60-90 minutes from request	95%	95%	95%
Cremation authorization completed within 2 days	95%	95%	95%
Postmortem reports prepared within 4 weeks	90%	85%	85%
Outside personnel, families, etc. responded to within 2 days	95%	95%	95%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	3,615,460	3,991,704	4,414,169
Operating Expenses	916,647	973,055	973,704
Capital Equipment > \$5,000	51,183	-	-
<b>Total Program Expenditures</b>	<b><u>4,583,290</u></b>	<b><u>4,964,759</u></b>	<b><u>5,387,873</u></b>

### **Program Funding by Source**

#### **Revenues**

Charges for Services	1,630,793	1,383,150	1,385,500
Miscellaneous Revenue	29,170	31,350	29,000

<b>Operating Revenue Sub-Total</b>	<b><u>1,659,963</u></b>	<b><u>1,414,500</u></b>	<b><u>1,414,500</u></b>
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Charges for Services	10,500	38,280	33,950
Investment Earnings	2,510	2,200	2,600
Miscellaneous Revenue	29,000	30,020	33,950

<b>Special Programs Revenue Sub-Total</b>	<b><u>42,010</u></b>	<b><u>70,500</u></b>	<b><u>70,500</u></b>
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Intergovernmental	125,489	49,803	-
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<b>Grant Revenue Sub-Total</b>	<b><u>125,489</u></b>	<b><u>49,803</u></b>	<b><u>-</u></b>
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<b>General Fund Support</b>	<b>2,835,872</b>	<b>3,468,429</b>	<b>3,908,373</b>
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<b>Net Operating Transfers In/(Out)</b>	<b>84</b>	<b>(1,803)</b>	<b>-</b>
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## Program Summary

Department: Medical Examiner

Program: Medical Examiner

<b>Fund Balance Decrease/(Increase)</b>	(80,128)	(36,670)	(5,500)
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<u><u>4,583,290</u></u>	<u><u>4,964,759</u></u>	<u><u>5,387,873</u></u>
<b><u>Program Staffing FTEs</u></b>	<b>35.00</b>	<b>39.00</b>	<b>41.00</b>



## PIMA ANIMAL CARE

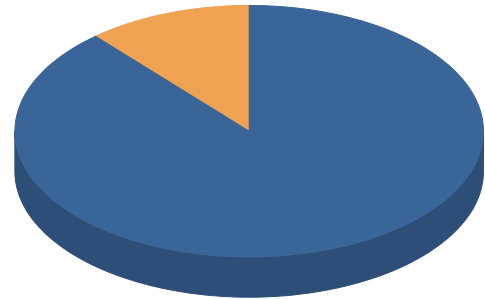
Expenses 14,058,229

Revenues 2,302,418

FTEs 137.50

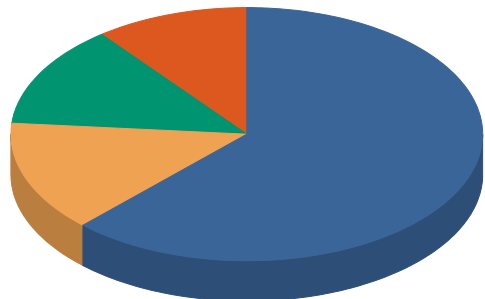
### Expenditures By Program

■ Pima Animal Care Operations	88.67%
■ Pima Animal Care	11.33%
Total:	100.00%



### Sources of All Funding

■ General Fund Support	62.15%
■ Department Revenue	14.26%
■ Operating Transfers In	12.90%
■ Fund Balance Support	10.69%
Total:	100.00%



#### Function Statement:

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.

#### Mandates:

ARS Title 11, Chapter 7: Intergovernmental Operations,; Article 6: Animal Control; Pima County Code, Title 6: Animals, Title 8: Health and Safety

## Department Summary by Program

Department: Pima Animal Care

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Pima Animal Care	834,670	1,100,476	1,592,466
Pima Animal Care Operations	10,092,447	12,067,629	12,465,763
<b>Total Expenditures</b>	<b>10,927,117</b>	<b>13,168,105</b>	<b>14,058,229</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Pima Animal Care	598,597	746,588	339,064
Pima Animal Care Operations	8,067,375	7,140,537	1,958,154
Pima Animal Care-Donations	486,310	5,200	5,200
<b>Total Revenues</b>	<b>9,152,282</b>	<b>7,892,325</b>	<b>2,302,418</b>
General Fund Support	2,006,449	4,827,092	10,031,036
Net Operating Transfers In/(Out)	18,622	-	-
Fund Balance Decrease/(Increase)	(250,236)	448,688	1,724,775
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>10,927,117</b>	<b>13,168,105</b>	<b>14,058,229</b>
<b><u>Staffing (FTEs) by Program</u></b>			
Pima Animal Care	15.00	16.00	26.50
Pima Animal Care Operations	107.00	111.00	111.00
Pima Animal Care-Donations	-	-	-
<b>Total Staffing (FTEs)</b>	<b>122.00</b>	<b>127.00</b>	<b>137.50</b>

## Program Summary

**Department:** Pima Animal Care

**Program:** Pima Animal Care

### Function

Through partnerships with grantors, augment current programs to enhance customer service, animal enrichment, and live outcome options for pets.

### Description of Services

Be responsible for the entire grant lifecycle: research grant opportunities; complete and submit applications; monitor spending and data; report results; meet and exceed grant expectations; set measurable results for each grant application and award; and show appreciation for grantors and partners through private and public means as appropriate. Evaluate Pima Animal Care (PAC) operations goals and objectives, to find areas of greatest need.

### Program Goals & Objectives

- Complete currently open grants
  - Complete spending in accordance with award
  - Submit reports according to timelines from grantors
  - Follow any stipulations from grantors including but not limited to acknowledgements
- Apply for and be awarded a minimum of \$1,000,000 in grants
  - Minimum \$800,000 in personnel funding
  - Minimum \$200,000 in operating expenses
- Adhere to stipulations of all new grant awards to strengthen partnerships and create future opportunities

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Grant spending in accordance with award completed	95%	100%	100%
Grant reporting completed on schedule	98%	100%	100%
Grant requirements fulfilled by applying funds to operations	98%	100%	100%

<b>Program Expenditures by Object</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
Personnel Services	745,532	980,354	1,586,466
Operating Expenses	89,138	120,122	6,000
<b>Total Program Expenditures</b>	<b>834,670</b>	<b>1,100,476</b>	<b>1,592,466</b>

### Program Funding by Source

<b>Revenues</b>			
Investment Earnings	4	-	-
<b>Operating Revenue Sub-Total</b>	<b>4</b>	<b>-</b>	<b>-</b>
Investment Earnings	505	-	-
Miscellaneous Revenue	598,088	746,588	339,064
<b>Grant Revenue Sub-Total</b>	<b>598,593</b>	<b>746,588</b>	<b>339,064</b>
<b>General Fund Support</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(307,155)</b>	<b>(100,000)</b>	<b>1,606,275</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>543,228</b>	<b>453,888</b>	<b>(352,873)</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>834,670</b>	<b>1,100,476</b>	<b>1,592,466</b>

<b>Program Staffing FTEs</b>	<b>15.00</b>	<b>16.00</b>	<b>26.50</b>
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## Program Summary

**Department:** Pima Animal Care

**Program:** Pima Animal Care Operations

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### Function

Protect the health and safety of pets and people in Pima County through education, support, and the enforcement of local laws and ordinances. Provide sheltering and homing services for stray, surrendered, and community pets.

### Description of Services

Take in Pima County pets in need, providing sheltering, homing, and other placement services. Promote and provide spay and neuter services, micro-chipping, and wellness for sheltered, owned, homeless, and community pets. Provide routine and emergency veterinary care to pets in Pima Animal Care (PAC) custody. Administer dog licenses. Enforce state and local laws and ordinances pertaining to animals and public safety as well as cruelty and neglect. Maintain lifesaving programs including foster, rescue, volunteer, and adoption programs. Manage animal field and community services, including humane education, the pet support center, animal protection dispatch, and community support programs for pet owners.

### Program Goals & Objectives

- Reduce animal bites
    - Expand field services through increasing the number of microchip and vaccine clinics, returning pets in field and targeting enforcement to reduce dog bites
  - Maintain a live release rate above 90%
    - Take in fewer than 16,000 pets annually to PAC and reduce the average length of stay to ten days
    - Place 75% of the total intake through rescue, transport and adoption
    - Increase the number of volunteer hours by 10%
    - Return 15% of total intake to their homes or back to the community
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Live Release Rate	90%	91%	91%
Percentage of intake adopted/transferred to rescue	60%	65%	75%
Percentage of pets returned to owner or community	15%	20%	25%
Number of pets/people served by outreach or pet support services	35,000	45,000	50,000
Number of animal protection and enforcement call responses	22,000	22,000	22,000
Number of volunteer hours	72,208	80,000	84,000

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## Program Summary

Department: Pima Animal Care

Program: Pima Animal Care Operations

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	5,255,962	6,968,249	7,451,344
Operating Expenses	4,836,485	5,099,380	5,014,419
<b>Total Program Expenditures</b>	<b>10,092,447</b>	<b>12,067,629</b>	<b>12,465,763</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Licenses & Permits	672,209	460,000	460,000
Intergovernmental	5,645,357	5,245,347	62,964
Charges for Services	108,590	86,908	86,908
Fines & Forfeits	44,022	37,300	37,300
Investment Earnings	1,324	1,060	1,060
Miscellaneous Revenue	1,595,873	1,309,922	1,309,922
<b>Operating Revenue Sub-Total</b>	<b>8,067,375</b>	<b>7,140,537</b>	<b>1,958,154</b>
<b>General Fund Support</b>	2,006,449	4,827,092	10,031,036
<b>Net Operating Transfers In/(Out)</b>	18,623	100,000	476,573
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>10,092,447</b>	<b>12,067,629</b>	<b>12,465,763</b>
<b><u>Program Staffing FTEs</u></b>	<b>107.00</b>	<b>111.00</b>	<b>111.00</b>

## Program Summary

**Department:** Pima Animal Care

**Program:** Pima Animal Care-Donations

### Function

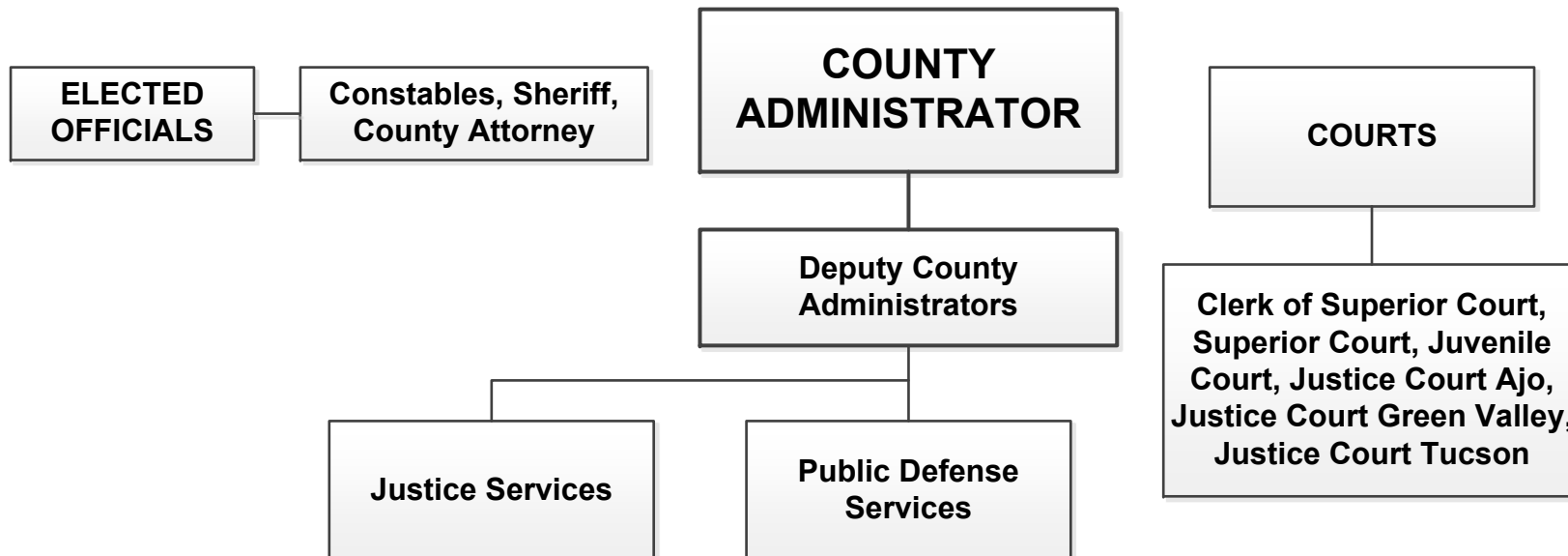
Utilize earned interest generated from gifts or bequests to Pima Animal Care (PAC) in a complimentary and non-supplant manner to existing PAC operations with a focus on the support of pets in Pima County, and outside of the shelter facility.

### Description of Services

Gifts, interest, and bequest funds are transferred to the Pima Animal Care Grant Fund to expand the operations outlined in it's grant programs.

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Number of personnel funded	6	6	6
Amount earned from fund investment	\$8,304	\$3,793	\$492
	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Investment Earnings	2,371	5,200	5,200
Miscellaneous Revenue	483,939	-	-
<b>Special Programs Revenue Sub-Total</b>	<b>486,310</b>	<b>5,200</b>	<b>5,200</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	307,154	-	(2,082,848)
<b>Fund Balance Decrease/(Increase)</b>	(793,464)	(5,200)	2,077,648
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>-</b>	<b>-</b>	<b>-</b>

# JUSTICE & LAW ORGANIZATION CHART



Justice and Law Organization Chart July 01, 2022

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**Pima County**  
**Summary of Expenditures by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Expenditures</b>
<b><u>JUSTICE &amp; LAW</u></b>						
<b>Clerk of the Superior Court</b>						
Administration	887,754	-	-	-	-	887,754
Civil Services	1,687,149	-	-	-	-	1,687,149
Courtroom Services	3,111,983	-	-	-	-	3,111,983
Criminal Services	805,301	2,500	-	-	-	807,801
Financial Services	1,082,082	69,309	-	-	-	1,151,391
Information Technology	1,024,055	246,537	-	-	-	1,270,592
Juvenile Services	2,054,306	-	-	-	-	2,054,306
Probate Services	437,019	-	-	-	-	437,019
Records Retention	1,466,388	717,254	-	-	-	2,183,642
<b>Total Clerk of the Superior Court</b>	<b>12,556,037</b>	<b>1,035,600</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>13,591,637</b>
<b>Constables</b>						
Constables	1,689,073	35,000	-	-	-	1,724,073
<b>Total Constables</b>	<b>1,689,073</b>	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,724,073</b>
<b>County Attorney</b>						
Administration	4,519,032	-	-	-	-	4,519,032
Civil Legal Services	2,730,869	136,661	-	-	-	2,867,530
Community Support	433,686	62,042	-	-	-	495,728
Criminal Prosecution	17,880,127	9,257,706	-	-	-	27,137,833
Law Enforcement Sub Agency ARF	-	4,812,747	-	-	-	4,812,747
Victim Services	1,443,451	1,983,563	-	-	-	3,427,014
<b>Total County Attorney</b>	<b>27,007,165</b>	<b>16,252,719</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>43,259,884</b>
<b>Justice Court Ajo</b>						
Justice Court Ajo	759,160	18,307	-	-	-	777,467
Justice Court Ajo Time Pay Fees	-	7,000	-	-	-	7,000
<b>Total Justice Court Ajo</b>	<b>759,160</b>	<b>25,307</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>784,467</b>

**Pima County**  
**Summary of Expenditures by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Expenditures</b>
<b>Justice Court Green Valley</b>						
Justice Court Green Valley	701,223	85,700	-	-	-	786,923
<b>Total Justice Court Green Valley</b>	<b>701,223</b>	<b>85,700</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>786,923</b>
<b>Justice Court Tucson</b>						
Administration	2,053,526	-	-	-	-	2,053,526
Court Operations	3,935,738	744,938	-	-	-	4,680,676
Judicial Operations	1,812,744	646,537	-	-	-	2,459,281
<b>Total Justice Court Tucson</b>	<b>7,802,008</b>	<b>1,391,475</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9,193,483</b>
<b>Justice Services</b>						
Justice Services	820,863	-	-	-	-	820,863
Justice Services-Grants	-	1,563,486	-	-	-	1,563,486
<b>Total Justice Services</b>	<b>820,863</b>	<b>1,563,486</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,384,349</b>
<b>Juvenile Court</b>						
Administration	2,470,030	384,579	-	-	-	2,854,609
Children & Family Services	1,659,274	1,558,707	-	-	-	3,217,981
Court Support Services	952,418	-	-	-	-	952,418
Detention Services	6,779,913	-	-	-	-	6,779,913
Judicial Services	3,168,135	-	-	-	-	3,168,135
Probation Services	6,168,446	5,630,407	-	-	-	11,798,853
<b>Total Juvenile Court</b>	<b>21,198,216</b>	<b>7,573,693</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>28,771,909</b>

**Pima County**  
**Summary of Expenditures by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Expenditures</b>
<b>Public Defense Services</b>						
Legal Advocate	1,032,376	2,260	-	-	-	1,034,636
Legal Defender	5,410,430	16,475	-	-	-	5,426,905
Mental Health Defense	774,131	-	-	-	-	774,131
Office of Children's Counsel	2,537,418	-	-	-	-	2,537,418
Office of Court Appointed Counsel	7,874,050	-	-	-	-	7,874,050
PDS-Grants	-	2,577,656	-	-	-	2,577,656
Public Defender	16,153,963	52,700	-	-	-	16,206,663
Public Defense Services	1,106,356	1,156,070	-	-	-	2,262,426
Public Fiduciary	2,340,392	-	-	-	-	2,340,392
<b>Total Public Defense Services</b>	<b>37,229,116</b>	<b>3,805,161</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>41,034,277</b>
<b>Sheriff</b>						
Administrative	37,785,878	204,731	-	-	-	37,990,609
Corrections	48,421,349	2,313,502	-	-	-	50,734,851
Forfeitures	-	1,850,000	-	-	-	1,850,000
High Intensity Drug Trafficking Area - HIDTA	-	1,001,034	-	-	-	1,001,034
Investigations	23,661,761	980,268	-	-	-	24,642,029
Operations	44,419,924	1,406,660	-	-	-	45,826,584
Support Services Division	-	430,000	-	-	-	430,000
<b>Total Sheriff</b>	<b>154,288,912</b>	<b>8,186,195</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>162,475,107</b>

**Pima County**  
**Summary of Expenditures by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Expenditures</b>
<b>Superior Court</b>						
Adjudication	16,540,327	720,699	-	-	-	17,261,026
Administration	5,675,672	50,000	-	-	-	5,725,672
Adult Probation Court Services	2,819,922	1,651,044	-	-	-	4,470,966
Adult Probation Field & Operations	3,880,994	14,197,429	-	-	-	18,078,423
Conciliation Court	890,053	825,896	-	-	-	1,715,949
Fill The Gap - Other Courts	-	501,043	-	-	-	501,043
Information Services	5,664,554	378,182	-	-	-	6,042,736
Law Library	281,952	325,914	-	-	-	607,866
Pretrial Services	3,907,839	272,056	-	-	-	4,179,895
Trial Services	3,736,604	-	-	-	-	3,736,604
<b>Total Superior Court</b>	<b>43,397,917</b>	<b>18,922,263</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>62,320,180</b>
<b>TOTAL JUSTICE &amp; LAW</b>	<b>307,449,690</b>	<b>58,876,599</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>366,326,289</b>

**Pima County**  
**Summary of Revenues by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Revenues</b>
<b><u>JUSTICE &amp; LAW</u></b>						
<b>Clerk of the Superior Court</b>						
Administration	1,425,267	-	-	-	-	1,425,267
Criminal Services	-	647	-	-	-	647
Financial Services	338,186	47,981	-	-	-	386,167
Information Technology	-	204,312	-	-	-	204,312
Records Retention	-	458,277	-	-	-	458,277
<b>Total Clerk of the Superior Court</b>	<b>1,763,453</b>	<b>711,217</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,474,670</b>
<b>Constables</b>						
Constables	283,000	35,000	-	-	-	318,000
<b>Total Constables</b>	<b>283,000</b>	<b>35,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>318,000</b>
<b>County Attorney</b>						
Civil Legal Services	-	2,000	-	-	-	2,000
Community Support	-	28,700	-	-	-	28,700
Criminal Prosecution	40,000	6,950,798	-	-	-	6,990,798
Law Enforcement Sub Agency ARF	-	2,970,694	-	-	-	2,970,694
Victim Services	24,900	1,794,987	-	-	-	1,819,887
<b>Total County Attorney</b>	<b>64,900</b>	<b>11,747,179</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11,812,079</b>
<b>Justice Court Ajo</b>						
Justice Court Ajo	130,490	8,534	-	-	-	139,024
Justice Court Ajo Time Pay Fees	-	2,553	-	-	-	2,553
<b>Total Justice Court Ajo</b>	<b>130,490</b>	<b>11,087</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>141,577</b>
<b>Justice Court Green Valley</b>						
Justice Court Green Valley	291,000	34,266	-	-	-	325,266
<b>Total Justice Court Green Valley</b>	<b>291,000</b>	<b>34,266</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>325,266</b>

**Pima County**  
**Summary of Revenues by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Revenues</b>
<b>Justice Court Tucson</b>						
Administration	4,482,600	-	-	-	-	4,482,600
Court Operations	580,000	475,000	-	-	-	1,055,000
Judicial Operations	1,169,680	450,000	-	-	-	1,619,680
<b>Total Justice Court Tucson</b>	<b>6,232,280</b>	<b>925,000</b>	-	-	-	<b>7,157,280</b>
<b>Justice Services</b>						
Justice Services-Grants	-	1,092,831	-	-	-	1,092,831
<b>Total Justice Services</b>	-	<b>1,092,831</b>	-	-	-	<b>1,092,831</b>
<b>Juvenile Court</b>						
Administration	6,600	390,900	-	-	-	397,500
Children & Family Services	5,500	1,497,709	-	-	-	1,503,209
Detention Services	110,000	-	-	-	-	110,000
Probation Services	-	5,770,066	-	-	-	5,770,066
<b>Total Juvenile Court</b>	<b>122,100</b>	<b>7,658,675</b>	-	-	-	<b>7,780,775</b>
<b>Public Defense Services</b>						
Legal Advocate	1,000	2,015	-	-	-	3,015
Legal Defender	10,440	12,200	-	-	-	22,640
Office of Children's Counsel	4,880	-	-	-	-	4,880
Office of Court Appointed Counsel	863,100	-	-	-	-	863,100
PDS-Grants	-	2,818,379	-	-	-	2,818,379
Public Defender	34,740	45,450	-	-	-	80,190
Public Defense Services	15,030	248,000	-	-	-	263,030
Public Fiduciary	450,000	-	-	-	-	450,000
<b>Total Public Defense Services</b>	<b>1,379,190</b>	<b>3,126,044</b>	-	-	-	<b>4,505,234</b>

**Pima County**  
**Summary of Revenues by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Revenues</b>
<b>Sheriff</b>						
Administrative	366,910	207,323	-	-	-	574,233
Corrections	7,198,000	2,621,386	-	-	-	9,819,386
Forfeitures	-	100,000	-	-	-	100,000
High Intensity Drug Trafficking Area - HIDTA	-	975,517	-	-	-	975,517
Investigations	271,000	972,338	-	-	-	1,243,338
Operations	703,000	900,871	-	-	-	1,603,871
Support Services Division	170,000	830,000	-	-	-	1,000,000
<b>Total Sheriff</b>	<b>8,708,910</b>	<b>6,607,435</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>15,316,345</b>
<b>Superior Court</b>						
Adjudication	595,000	1,188,309	-	-	-	1,783,309
Administration	2,000	50,000	-	-	-	52,000
Adult Probation Court Services	-	1,538,500	-	-	-	1,538,500
Adult Probation Field & Operations	5,500	13,649,509	-	-	-	13,655,009
Conciliation Court	-	650,930	-	-	-	650,930
Information Services	-	390,000	-	-	-	390,000
Law Library	-	243,500	-	-	-	243,500
Pretrial Services	-	278,341	-	-	-	278,341
<b>Total Superior Court</b>	<b>602,500</b>	<b>17,989,089</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,591,589</b>
<b>TOTAL JUSTICE &amp; LAW</b>	<b>19,577,823</b>	<b>49,937,823</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>69,515,646</b>

**Pima County**  
**Summary of Full Time Equivalents by Fund and Program**  
**Fiscal Year 2022/2023**

Functional Area/Department/Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total FTEs
<b><u>JUSTICE &amp; LAW</u></b>						
<b>Clerk of the Superior Court</b>						
Administration	7.00	-	-	-	-	7.00
Civil Services	30.00	-	-	-	-	30.00
Courtroom Services	49.00	-	-	-	-	49.00
Criminal Services	13.00	-	-	-	-	13.00
Financial Services	15.00	1.00	-	-	-	16.00
Information Technology	9.00	3.00	-	-	-	12.00
Juvenile Services	33.88	-	-	-	-	33.88
Probate Services	7.00	-	-	-	-	7.00
Records Retention	23.00	1.00	-	-	-	24.00
<b>Total Clerk of the Superior Court</b>	<b>186.88</b>	<b>5.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>191.88</b>
<b>Constables</b>						
Constables	14.00	-	-	-	-	14.00
<b>Total Constables</b>	<b>14.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>14.00</b>
<b>County Attorney</b>						
Administration	31.00	-	-	-	-	31.00
Civil Legal Services	47.00	2.00	-	-	-	49.00
Community Support	5.00	1.00	-	-	-	6.00
Criminal Prosecution	217.00	67.00	-	-	-	284.00
Victim Services	21.00	16.00	-	-	-	37.00
<b>Total County Attorney</b>	<b>321.00</b>	<b>86.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>407.00</b>
<b>Justice Court Ajo</b>						
Justice Court Ajo	8.50	-	-	-	-	8.50
<b>Total Justice Court Ajo</b>	<b>8.50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8.50</b>
<b>Justice Court Green Valley</b>						
Justice Court Green Valley	8.00	-	-	-	-	8.00
<b>Total Justice Court Green Valley</b>	<b>8.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>8.00</b>



**Pima County**  
**Summary of Full Time Equivalents by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total FTEs</b>
<b>Justice Court Tucson</b>						
Administration	22.00	-	-	-	-	22.00
Court Operations	65.00	6.50	-	-	-	71.50
Judicial Operations	11.00	-	-	-	-	11.00
<b>Total Justice Court Tucson</b>	<b>98.00</b>	<b>6.50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>104.50</b>
<b>Justice Services</b>						
Justice Services	7.00	-	-	-	-	7.00
<b>Total Justice Services</b>	<b>7.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7.00</b>
<b>Juvenile Court</b>						
Administration	24.25	5.00	-	-	-	29.25
Children & Family Services	20.00	23.25	-	-	-	43.25
Court Support Services	14.00	-	-	-	-	14.00
Detention Services	103.25	-	-	-	-	103.25
Judicial Services	25.00	-	-	-	-	25.00
Probation Services	71.00	46.25	-	-	-	117.25
<b>Total Juvenile Court</b>	<b>257.50</b>	<b>74.50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>332.00</b>
<b>Public Defense Services</b>						
Legal Advocate	9.00	-	-	-	-	9.00
Legal Defender	49.75	-	-	-	-	49.75
Mental Health Defense	7.00	-	-	-	-	7.00
Office of Children's Counsel	25.75	-	-	-	-	25.75
Office of Court Appointed Counsel	8.00	-	-	-	-	8.00
PDS-Grants	-	20.00	-	-	-	20.00
Public Defender	155.55	-	-	-	-	155.55
Public Defense Services	9.00	-	-	-	-	9.00
Public Fiduciary	28.00	-	-	-	-	28.00
<b>Total Public Defense Services</b>	<b>292.05</b>	<b>20.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>312.05</b>

**Pima County**  
**Summary of Full Time Equivalents by Fund and Program**  
**Fiscal Year 2022/2023**

Functional Area/Department/Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total FTEs
<b>Sheriff</b>						
Administrative	309.00	1.00	-	-	-	310.00
Corrections	547.00	10.00	-	-	-	557.00
High Intensity Drug Trafficking Area - HIDTA	-	10.00	-	-	-	10.00
Investigations	237.00	3.00	-	-	-	240.00
Operations	345.50	12.00	-	-	-	357.50
<b>Total Sheriff</b>	<b>1,438.50</b>	<b>36.00</b>	-	-	-	<b>1,474.50</b>
<b>Superior Court</b>						
Adjudication	151.00	5.05	-	-	-	156.05
Administration	67.00	-	-	-	-	67.00
Adult Probation Court Services	32.00	21.00	-	-	-	53.00
Adult Probation Field & Operations	39.00	171.20	-	-	-	210.20
Conciliation Court	9.00	9.00	-	-	-	18.00
Fill The Gap - Other Courts	-	4.00	-	-	-	4.00
Information Services	55.00	-	-	-	-	55.00
Law Library	4.00	1.00	-	-	-	5.00
Pretrial Services	56.99	1.00	-	-	-	57.99
Trial Services	50.75	-	-	-	-	50.75
<b>Total Superior Court</b>	<b>464.74</b>	<b>212.25</b>	-	-	-	<b>676.99</b>
<b>TOTAL JUSTICE &amp; LAW</b>	<b>3,096.17</b>	<b>440.25</b>	-	-	-	<b>3,536.42</b>

**NOTE: Slight FTE differences between reports are due to rounding**

## CLERK OF THE SUPERIOR COURT

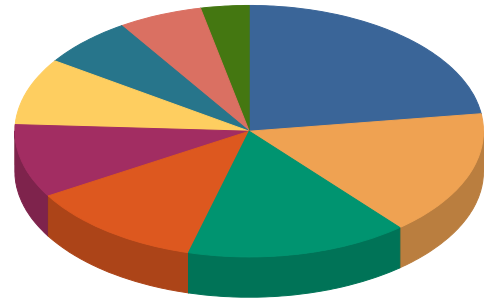
Expenses 13,591,637

Revenues 2,474,670

FTEs 191.88

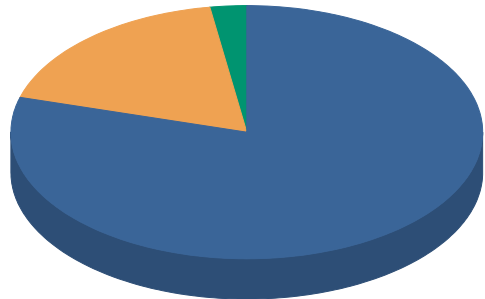
### Expenditures By Program

Courtroom Services	22.91%
Records Retention	16.07%
Juvenile Services	15.11%
Civil Services	12.41%
Information Technology	9.34%
Financial Services	8.47%
Administration	6.53%
Criminal Services	5.94%
Probate Services	3.22%
Total:	100.00%



### Sources of All Funding

General Fund Support	79.40%
Department Revenue	18.21%
Fund Balance Support	2.39%
Total:	100.00%



#### 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

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Administration	786,215	630,210	887,754
Civil Services	1,283,371	1,558,548	1,687,149
Courtroom Services	2,488,666	2,754,642	3,111,983
Criminal Services	736,746	801,895	807,801
Financial Services	1,126,985	1,118,114	1,151,391
Information Technology	1,186,657	1,268,368	1,270,592
Juvenile Services	1,725,014	1,931,110	2,054,306
Pima County Clerk of the Superior Court--Grants	19,808	822,350	-
Probate Services	385,737	415,419	437,019
Records Retention	1,849,002	2,058,380	2,183,642
<b>Total Expenditures</b>	<b>11,588,201</b>	<b>13,359,036</b>	<b>13,591,637</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Administration	1,331,872	1,482,627	1,425,267
Courtroom Services	-	57,362	-
Criminal Services	1,333	736	647
Financial Services	463,236	437,178	386,167
Information Technology	228,784	217,398	204,312
Juvenile Services	36	-	-
Pima County Clerk of the Superior Court--Grants	29,000	822,350	-
Records Retention	535,667	462,928	458,277
<b>Total Revenues</b>	<b>2,589,928</b>	<b>3,480,579</b>	<b>2,474,670</b>
General Fund Support	8,903,199	9,479,075	10,792,584
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	95,074	399,382	324,383
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>11,588,201</b>	<b>13,359,036</b>	<b>13,591,637</b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administration	7.00	7.00	7.00
Civil Services	31.00	31.00	30.00
Courtroom Services	45.00	47.00	49.00
Criminal Services	13.00	13.00	13.00
Financial Services	17.00	17.00	16.00
Information Technology	12.00	12.00	12.00
Juvenile Services	34.00	35.00	33.88

Department Summary by Program

Probate Services	6.00	7.00	7.00
Records Retention	27.00	25.00	24.00
<b>Total Staffing (FTEs)</b>	<b>192.00</b>	<b>194.00</b>	<b>191.88</b>

## Program Summary

**Department:** Clerk of the Superior Court

**Program:** Administration

### Function

Provide administrative, managerial, and human resources support for all operations of the Clerk of the Superior Court (CC) 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 of CC in compliance with federal, state, Supreme Court, Appeals Court, local court, and Pima 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

- Hire, supervise, and monitor personnel for CC
- Complete employee evaluations for all CC personnel
- Train CC managers and supervisors to enhance performance and communicate organizational expectations
- Provide guidance to CC 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

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Sanctions imposed on department for non-compliance of mandates	0	0	0
Training sessions conducted	582	590	595
Percent of CC employee evaluations completed	100%	100%	100%

<b>Program Expenditures by Object</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
Personnel Services	466,412	306,250	562,834
Operating Expenses	319,803	323,960	324,920
<b>Total Program Expenditures</b>	<b>786,215</b>	<b>630,210</b>	<b>887,754</b>

<b>Program Funding by Source</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Revenues</b>			
Charges for Services	1,058,837	1,068,693	1,055,210
Fines & Forfeits	271,928	413,117	367,888
Investment Earnings	1,107	817	2,169
<b>Operating Revenue Sub-Total</b>	<b>1,331,872</b>	<b>1,482,627</b>	<b>1,425,267</b>
<b>General Fund Support</b>	<b>(545,657)</b>	<b>(852,417)</b>	<b>(537,513)</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>786,215</b>	<b>630,210</b>	<b>887,754</b>

<b>Program Staffing FTEs</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>
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## 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

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Orders of protection issued monthly	147	154	137
Percent of civil filings processed within 1 day	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,224,987	1,500,298	1,616,339
Operating Expenses	58,384	58,250	70,810
<b>Total Program Expenditures</b>	<b>1,283,371</b>	<b>1,558,548</b>	<b>1,687,149</b>
<b>General Fund Support</b>	1,283,371	1,558,548	1,687,149
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>1,283,371</b>	<b>1,558,548</b>	<b>1,687,149</b>

<b>Program Staffing FTEs</b>	<b>31.00</b>	<b>31.00</b>	<b>30.00</b>
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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
- Provide timely processing of all court documents
- Ensure customer satisfaction with services

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Accuracy rate of court documents	100%	100%	100%
Court documents processed on time	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	2,437,116	2,705,392	3,041,959
Operating Expenses	51,550	49,250	70,024
<b>Total Program Expenditures</b>	<b>2,488,666</b>	<b>2,754,642</b>	<b>3,111,983</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Intergovernmental	-	57,362	-
<b>Operating Revenue Sub-Total</b>	<b>-</b>	<b>57,362</b>	<b>-</b>
<b>General Fund Support</b>	<b>2,488,666</b>	<b>2,697,280</b>	<b>3,111,983</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>2,488,666</b>	<b>2,754,642</b>	<b>3,111,983</b>

<b>Program Staffing FTEs</b>	<b>45.00</b>	<b>47.00</b>	<b>49.00</b>
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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**

- Collect court ordered assessments
- Maintain and keep current all probationer case files relating to court orders and assessments
- Provide probation officers with court records needed to supervise their probation caseloads
- Process all criminal filings in a timely manner

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Criminal case files updated monthly	3,338	3,556	3,436
Assessment payments collected monthly	633	589	478
Probation reports generated monthly	306	232	218
Percent of probation case files that are current	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	703,671	755,245	754,869
Operating Expenses	33,075	46,650	52,932
<b>Total Program Expenditures</b>	<b>736,746</b>	<b>801,895</b>	<b>807,801</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Charges for Services	1,288	736	647
Investment Earnings	45	-	-
<b>Special Programs Revenue Sub-Total</b>	<b>1,333</b>	<b>736</b>	<b>647</b>
<b>General Fund Support</b>	736,746	799,395	805,301
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	(1,333)	1,764	1,853
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>736,746</b>	<b>801,895</b>	<b>807,801</b>

<b>Program Staffing FTEs</b>	<b>13.00</b>	<b>13.00</b>	<b>13.00</b>
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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 Courts by: developing and monitoring the annual budget; preparing financial statements; supervising all financial systems, accounts payable, payroll processing, and records maintenance; providing collection services in order to collect past due court-ordered assessments; providing child support services for federal Title IV-D and non IV-D cases; maintaining and updating records as needed; and assisting 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

- Meet statutory deadlines for court related matters
- Initiate quarterly probation billings
- Enhance cash management services
- Provide collection services for all deferred payments
- Comply with all constitutional, state, federal, Supreme Court, Appeals Court, local court, and County laws, ordinances, and policies
- Monitor expenses and revenue in order to comply with budget

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
New deferred payment cases established monthly	604	569	494
Monthly financial reports submitted on time	100%	100%	100%
Budget compliance	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	978,051	1,021,014	1,059,517
Operating Expenses	109,541	97,100	91,874
Capital Equipment > \$5,000	39,393	-	-
<b>Total Program Expenditures</b>	<b>1,126,985</b>	<b>1,118,114</b>	<b>1,151,391</b>

### Program Funding by Source

#### Revenues

Intergovernmental	398,326	391,973	338,086
Miscellaneous Revenue	50	100	100

#### Operating Revenue Sub-Total

Intergovernmental	38,903	22,038	24,243
Charges for Services	25,013	21,482	21,878
Investment Earnings	944	1,585	1,860

#### Special Programs Revenue Sub-Total

	<b>64,860</b>	<b>45,105</b>	<b>47,981</b>
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<b>General Fund Support</b>	552,750	617,869	743,896
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<b>Net Operating Transfers In/(Out)</b>	-	-	-
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## Program Summary

Department: Clerk of the Superior Court

Program: Financial Services

Fund Balance Decrease/(Increase)	110,999	63,067	21,328
Other Funding Sources	-	-	-
Total Program Funding	<u>1,126,985</u>	<u>1,118,114</u>	<u>1,151,391</u>
Program Staffing FTEs	17.00	17.00	16.00

## 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 Clerk of the Superior Court (CC) department.

### Description of Services

Develop and maintain CC automation projects by providing: software engineering and maintenance of automation projects; management and support of technology resources; and prompt and efficient distribution of Court generated documents to the public.

### Program Goals & Objectives

- Provide customer support within 30 minutes of request
- Maintain reliable management and support technology resources
- Develop superior software engineering and maintenance of all automation projects
- Establish document distribution and tracking

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Call center inquiries responded to within 30 minutes	100%	100%	100%
Security system maintained 24 hours a day	100%	100%	100%
Computer systems updated as needed	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,138,440	1,261,068	1,257,434
Operating Expenses	18,339	7,300	13,158
Capital Equipment > \$5,000	29,878	-	-
<b>Total Program Expenditures</b>	<b>1,186,657</b>	<b>1,268,368</b>	<b>1,270,592</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Charges for Services	227,078	214,504	201,924
Investment Earnings	1,706	2,894	2,388
<b>Special Programs Revenue Sub-Total</b>	<b>228,784</b>	<b>217,398</b>	<b>204,312</b>
<b>General Fund Support</b>	929,505	930,387	1,024,055
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	28,368	120,583	42,225
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>1,186,657</b>	<b>1,268,368</b>	<b>1,270,592</b>

<b>Program Staffing FTEs</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>
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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 Court related services by providing: a courtroom clerk for every open court hearing; creating minute entries of all court procedures; complying with all constitutional, state, federal, Supreme Court, Appeals Court, local court, and County laws, ordinances, and policies; and distributing minute entries and other court documents to interested parties.

### Program Goals & Objectives

- Provide outstanding service to internal and external customers
- Ensure delinquency cases are processed within 24 hours of filing
- Provide all case files prior to scheduled court hearings

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Delinquency cases processed within 24 hours	100%	100%	100%
Case files provided prior to daily court hearings	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,675,515	1,891,860	2,006,756
Operating Expenses	49,499	39,250	47,550
<b>Total Program Expenditures</b>	<b>1,725,014</b>	<b>1,931,110</b>	<b>2,054,306</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Miscellaneous Revenue	36	-	-
<b>Operating Revenue Sub-Total</b>	<b>36</b>	<b>-</b>	<b>-</b>
<b>General Fund Support</b>	<b>1,724,978</b>	<b>1,931,110</b>	<b>2,054,306</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>1,725,014</b>	<b>1,931,110</b>	<b>2,054,306</b>

<b>Program Staffing FTEs</b>	<b>34.00</b>	<b>35.00</b>	<b>33.88</b>
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## Program Summary

**Department:** Clerk of the Superior Court

**Program:** Pima County Clerk of the Superior Court--Grants

### Function

Actively pursue any grant funding that becomes available from federal, state, and/or private sources that can be used to enhance the operations of the Court.

### Description of Services

Submission and application of grants to provide funding for court-related records management in order to support the Court in the administration and processing of court-related proceedings.

### Program Goals & Objectives

- Continuation and maintenance of federal, state, and private grants currently in place
- Pursue grant funding from federal, state, or private sources for court related functions
- Provide accurate and timely processing of all grant related reports and documents to ensure compliance with grant funding agreements
- Ensure the timely distribution of expected funds to the granting agencies

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Grant projects completed within the timeframes of funding agreement	100%	100%	100%
Grant progress reports submitted timely within the parameters of the grant funding agreement	100%	100%	100%
Funds that are unexpended returned to the granting agency	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	995	693,218	-
Operating Expenses	18,813	129,132	-
<b>Total Program Expenditures</b>	<b>19,808</b>	<b>822,350</b>	<b>-</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	29,000	822,350	-
<b>Grant Revenue Sub-Total</b>	<b>29,000</b>	<b>822,350</b>	<b>-</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	(9,192)	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>19,808</b>	<b>822,350</b>	<b>-</b>

## Program Summary

**Department:** Clerk of the Superior Court

**Program:** Probate Services

### Function

Probate Services oversees all probate cases, and all minor, 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

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Letters of administration issued on time	100%	100%	100%
Guardianship cases processed on time	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	370,825	400,119	419,187
Operating Expenses	14,912	15,300	17,832
<b>Total Program Expenditures</b>	<b>385,737</b>	<b>415,419</b>	<b>437,019</b>
<b>General Fund Support</b>	385,737	415,419	437,019
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>385,737</b>	<b>415,419</b>	<b>437,019</b>

<b>Program Staffing FTEs</b>	<b>6.00</b>	<b>7.00</b>	<b>7.00</b>
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## Program Summary

**Department:** Clerk of the Superior Court

**Program:** Records Retention

### Function

Records Retention provides 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
- Maintain reliable customer service with all units of the Superior Court and the public
- Scan all closed case files into the court's case management system (AGAVE)

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Documents checked before placing in storage	100%	100%	100%
Closed case files scanned into AGAVE system	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,395,265	1,555,441	1,466,968
Operating Expenses	275,701	352,939	516,674
Capital Equipment > \$5,000	178,036	150,000	200,000
<b>Total Program Expenditures</b>	<b>1,849,002</b>	<b>2,058,380</b>	<b>2,183,642</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Intergovernmental	46,678	-	-
Charges for Services	480,223	450,418	446,392
Investment Earnings	8,766	12,510	11,885
<b>Special Programs Revenue Sub-Total</b>	<b>535,667</b>	<b>462,928</b>	<b>458,277</b>
<b>General Fund Support</b>	<b>1,347,103</b>	<b>1,381,484</b>	<b>1,466,388</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(33,768)</b>	<b>213,968</b>	<b>258,977</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>1,849,002</b>	<b>2,058,380</b>	<b>2,183,642</b>

<b>Program Staffing FTEs</b>	<b>27.00</b>	<b>25.00</b>	<b>24.00</b>
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## CONSTABLES

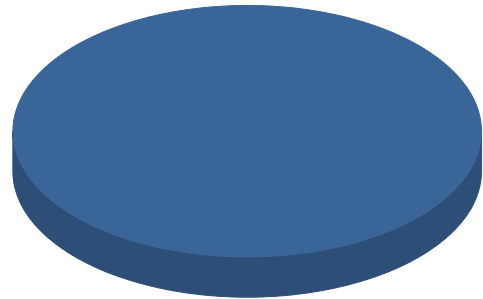
Expenses 1,724,073

Revenues 318,000

FTEs 14.00

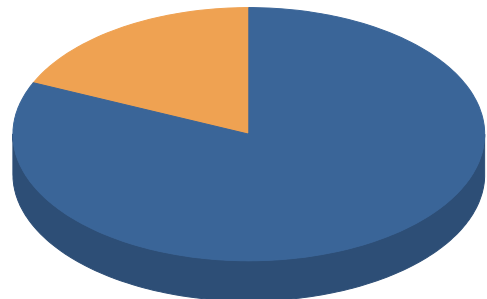
### Expenditures By Program

■ Constables 100.00%  
Total: 100.00%



### Sources of All Funding

■ General Fund Support 81.56%  
■ Department Revenue 18.44%  
Total: 100.00%



#### 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; ARS Title 22, Chapter 1, Article 3: Constables

## Department Summary by Program

Department:   Constables

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Constables	1,479,522	1,674,774	1,724,073
<b>Total Expenditures</b>	<b><u>1,479,522</u></b>	<b><u>1,674,774</u></b>	<b><u>1,724,073</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Constables	224,887	309,300	318,000
<b>Total Revenues</b>	<b><u>224,887</u></b>	<b><u>309,300</u></b>	<b><u>318,000</u></b>
General Fund Support	1,254,635	1,365,474	1,406,073
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>1,479,522</u></b>	<b><u>1,674,774</u></b>	<b><u>1,724,073</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Constables	13.00	14.00	14.00
<b>Total Staffing (FTEs)</b>	<b><u>13.00</u></b>	<b><u>14.00</u></b>	<b><u>14.00</u></b>

## Program Summary

**Department:** Constables

**Program:** Constables

### Function

Serve Justice Court papers as required by Arizona Revised Statutes (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 other official authorities.

### Program Goals & Objectives

- Carry out ARS statutorily mandated duties
- Improve the quality of service to the community
- Serve civil/criminal papers from the Justice Courts, as well as from other counties and states
- Improve efficiency of service to the precincts

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Percent of civil papers served	85%	78%	93%
Percent of civil fees collected	65%	58%	61%
Percent of criminal papers served	48%	48%	51%
Percent of domestic violence/harassment orders served	72%	71%	76%
Percent of attempts to serve Justice Court papers	100%	100%	100%

<b>Program Expenditures by Object</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
Personnel Services	1,280,794	1,380,469	1,357,252
Operating Expenses	198,728	294,305	366,821
<b>Total Program Expenditures</b>	<b>1,479,522</b>	<b>1,674,774</b>	<b>1,724,073</b>

<b>Program Funding by Source</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Revenues</b>			
Charges for Services	158,559	244,300	244,000
Investment Earnings	26,441	-	-
Miscellaneous Revenue	39,887	30,000	39,000
<b>Operating Revenue Sub-Total</b>	<b>224,887</b>	<b>274,300</b>	<b>283,000</b>
Intergovernmental	-	-	35,000
Miscellaneous Revenue	-	35,000	-
<b>Grant Revenue Sub-Total</b>	<b>-</b>	<b>35,000</b>	<b>35,000</b>
<b>General Fund Support</b>	<b>1,254,635</b>	<b>1,365,474</b>	<b>1,406,073</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>1,479,522</b>	<b>1,674,774</b>	<b>1,724,073</b>

<b>Program Staffing FTEs</b>	<b>13.00</b>	<b>14.00</b>	<b>14.00</b>
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## COUNTY ATTORNEY

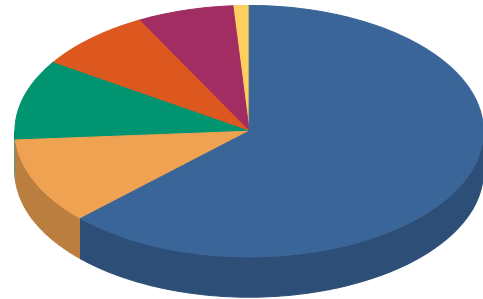
Expenses 43,259,884

Revenues 11,812,079

FTEs 407.00

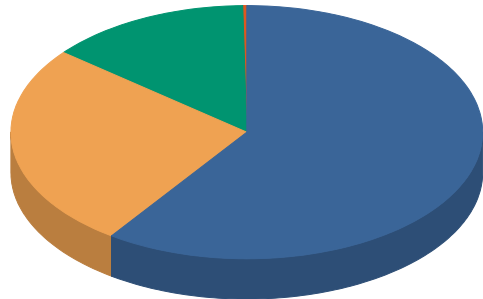
### Expenditures By Program

■ Criminal Prosecution	62.72%
■ Law Enforcement Sub Agency ARF	11.13%
■ Administration	10.45%
■ Victim Services	7.93%
■ Civil Legal Services	6.63%
■ Community Support	1.14%
Total:	100.00%



### Sources of All Funding

■ General Fund Support	59.75%
■ Department Revenue	26.02%
■ Fund Balance Support	13.82%
■ Operating Transfers In	0.41%
Total:	100.00%



### Function Statement:

With a focus on diversion and restorative justice, represent the State of Arizona in all felony and juvenile matters occurring throughout Pima County, and all misdemeanor cases occurring in unincorporated areas of Pima County, including financial schemes that violate Arizona law. Provide legal advice and representation to the Pima County Board of Supervisors, County departments, and 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 Anti-Racketeering Program. Research, investigate, monitor, and pursue integrity in convictions and sentencings, with an emphasis on addressing racial disparity and mass incarceration. Assist Pima County residents in collecting bad check restitution via the Bad Check Program. Operate 88-Crime twenty-four (24) hours a day, receiving citizen tips assisting in solving crimes. Support and administer youth related programs working with non-profit agencies. Provide community protection by working with neighborhoods designed to reduce trends in youth violence, increase public safety, and reduce crime. Administer adult diversion program as an alternative to prosecution.

### Mandates:

ARS Title 11, Chapter 3, Article 6: County Attorney; ARS Title 13: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries

## Department Summary by Program

**Department:** County Attorney

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Administration	3,621,402	4,492,677	4,519,032
Civil Legal Services	2,201,662	2,714,442	2,867,530
Community Support	244,767	372,935	495,728
Criminal Prosecution	21,918,624	27,356,414	27,137,833
Law Enforcement Sub Agency ARF	2,610,765	4,812,747	4,812,747
Victim Services	-	-	3,427,014
<b>Total Expenditures</b>	<b>30,597,220</b>	<b>39,749,215</b>	<b>43,259,884</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Administration	407	-	-
Civil Legal Services	1,086	2,000	2,000
Community Support	33,337	28,700	28,700
Criminal Prosecution	5,077,940	7,764,949	6,990,798
Law Enforcement Sub Agency ARF	3,617,932	2,895,694	2,970,694
Victim Services	-	-	1,819,887
<b>Total Revenues</b>	<b>8,730,702</b>	<b>10,691,343</b>	<b>11,812,079</b>
General Fund Support	23,013,941	24,712,582	27,128,193
Net Operating Transfers In/(Out)	(90,584)	(92,317)	(1,956,576)
Fund Balance Decrease/(Increase)	(1,056,839)	4,437,607	6,276,188
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>30,597,220</b>	<b>39,749,215</b>	<b>43,259,884</b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administration	29.00	30.00	31.00
Civil Legal Services	53.00	50.00	49.00
Community Support	4.00	6.00	6.00
Criminal Prosecution	323.00	321.00	284.00
Victim Services	-	-	37.00
<b>Total Staffing (FTEs)</b>	<b>409.00</b>	<b>407.00</b>	<b>407.00</b>

## Program Summary

**Department:** County Attorney

**Program:** Administration

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### 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, grants management, 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, 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 and Personnel Policies, and departmental policies and procedures.

### Program Goals & Objectives

- 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
  - Comply with deadlines for financial reporting of various County, state, and federal funds
  - 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
  - Minimize unscheduled network downtime
  - Ensure at least 90% of travel arrangements for witnesses/victims are made in a timely, cost effective manner
  - 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
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Financial reports submitted on time	1,749	1,750	1,800
Witness travel and victim arrangements completed in a timely manner	100%	100%	100%
Help desk ticket satisfaction (1:Bad - 5:Good)	5	5	5
Network infrastructure uptime (% from 7:00 AM to 6:00 PM / 7 days per week)	99%	99%	99%
Unscheduled network downtime (hours)	6	2	2
Software development schedule adherence	90%	95%	95%
Application training satisfaction (1:bad - 5:good)	5	5	5

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## Program Summary

Department: County Attorney

Program: Administration

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	2,548,787	2,617,114	3,317,833
Operating Expenses	1,072,615	1,875,563	1,201,199
<b>Total Program Expenditures</b>	<b><u>3,621,402</u></b>	<b><u>4,492,677</u></b>	<b><u>4,519,032</u></b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Miscellaneous Revenue	407	-	-
<b>Operating Revenue Sub-Total</b>	<b><u>407</u></b>	<b><u>-</u></b>	<b><u>-</u></b>
<b>General Fund Support</b>	3,620,995	4,492,677	4,519,032
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b><u>3,621,402</u></b>	<b><u>4,492,677</u></b>	<b><u>4,519,032</u></b>
<b><u>Program Staffing FTEs</u></b>	<b>29.00</b>	<b>30.00</b>	<b>31.00</b>



# Program Summary

**Department:** County Attorney  
**Program:** Civil Legal Services

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## Function

Act as in-house legal counsel to Pima County Government by providing legal advice to, and legal representation on behalf of, the Pima County Board of Supervisors, other Pima County Elected Officials (including the Assessor, County Attorney, Justices of the Peace, Constables, Recorder, School Superintendent, Sheriff, and Treasurer), the Pima County Administrator, Deputy Pima County Administrators, all Pima County departments, boards, committees, commissions, hearing officers, and special taxing districts (including the Flood Control District, Stadium District, Library District, certain fire districts, etc.), collectively referred to hereinafter as Pima County.

## Description of Services

Provide comprehensive legal services and representation to Pima County in diverse areas of law including employment, tort (personal injury, excessive force, negligent road design, and civil rights), bankruptcy (collecting taxes due), property tax appeals, environmental (defense of toxic tort actions by state and federal environmental regulators, water rights 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, real property, transportation, telecommunications, construction contracts, and other types of contracts and inter-governmental agreements. Provide competent outside legal counsel where conflicts of interest or other circumstances prevent the civil division from representing the County in a particular matter. Prepare and monitor contracts necessary to employ such outside counsel on behalf of Pima County. The Civil Division handles as many matters for the County as possible, thus avoiding the substantially higher cost of outside counsel.

Legal services provided include giving legal advice to Pima County client representatives, defending Pima County in all litigation filed against it, prosecuting violations of County ordinances; representing and advising the 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 and enforcing elections laws, open meetings laws, conflicts of interest laws, and other similar regulatory laws relating to public officials and public entities.

## Program Goals & Objectives

- Provide timely and thorough review of and make necessary revisions to contracts, inter-governmental agreements, ordinances, and resolutions
  - Provide timely, accurate, and complete legal advice to Pima County
  - Provide quality legal prosecution of Pima County code violations in civil and administrative actions brought on behalf of the County
  - Provide quality legal investigation and prosecution of violations of the employer sanctions law on behalf of Pima County
  - Ensure that attorneys and staff receive training necessary to perform the required functions and remain current within the relevant areas of law
  - Provide timely, accurate, and complete education and training services to Pima County in order to promote the effectiveness of County functions and to reduce liability
  - Serve the public with integrity by fostering ethical, effective, and efficient government through the provision of the highest quality legal services
  - Provide quality legal representation in legal actions brought against Pima County
-

## Program Summary

**Department:** County Attorney  
**Program:** Civil Legal Services

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Satisfactory or above ratings on client evaluations for defense of legal proceedings	100%	100%	100%
Revenues and/or fines collected by Pima County entities as a result of Civil Legal Services involvement	\$191,494	\$600,000	\$600,000
Cases in which Pima County prevails in obtaining requested relief	95%	95%	95%
Satisfactory or above ratings on client evaluations for prosecutions of civil actions	100%	100%	100%
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 Pima County boards, commissions, departments where legal counsel is required to be present	310	300	310
Satisfactory or above ratings on client evaluations for legal advice and consultation	100%	100%	100%
Client education training hours provided	110	125	125
Satisfactory or above ratings on client evaluation forms for education and training programs and services	100%	100%	100%
Legal reviews and corresponding disbursements of funds to local law enforcement agencies	104	65	80
<b>Program Expenditures by Object</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
Personnel Services	2,356,857	2,843,061	2,978,321
Operating Expenses	(163,719)	(128,619)	(110,791)
Capital Equipment > \$5,000	8,524	-	-
<b>Total Program Expenditures</b>	<b>2,201,662</b>	<b>2,714,442</b>	<b>2,867,530</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Miscellaneous Revenue	346	-	-
<b>Operating Revenue Sub-Total</b>	<b>346</b>	<b>-</b>	<b>-</b>
Investment Earnings	740	2,000	2,000
<b>Special Programs Revenue Sub-Total</b>	<b>740</b>	<b>2,000</b>	<b>2,000</b>
<b>General Fund Support</b>	<b>2,201,316</b>	<b>2,594,453</b>	<b>2,730,869</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(740)</b>	<b>117,989</b>	<b>134,661</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>2,201,662</b>	<b>2,714,442</b>	<b>2,867,530</b>
<b>Program Staffing FTEs</b>	<b>53.00</b>	<b>50.00</b>	<b>49.00</b>

## Program Summary

**Department:** County Attorney

**Program:** Community Support

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### Function

The Conviction and Sentencing Integrity Unit is responsible for researching and formulating data-based best practice recommendations for the criminal division; receiving and responding to complaints from individuals and outside agencies; investigating and making findings concerning innocence, wrongful conviction, miscarriage of justice, and unjust sentences; and pursuing remedial action with an emphasis on addressing racial disparity and mass incarceration. The 88-Crime program is the Pima County Attorney's Office anonymous tip line for the community to report information to help solve major crimes. The information is provided to law enforcement to solve crimes and arrest criminals. This program provides the community an opportunity to assist in the fight against crime safely and confidentially; assists Pima County residents and businesses by collecting payment for victims who have received bad checks; ensures that defendants are held accountable; provides a pre-charging diversion option from prosecution via the Bad Check Program; supports and administers the Juvenile diversion program which provides an alternative to prosecution for youth ages 8-17; and involves communities in reducing crime in their neighborhoods by establishing Community Justice Boards (CJB) which hold Juvenile offenders accountable through early intervention strategy.

### Description of Services

Provide law enforcement agencies with information that was received through the 88-CRIME programs anonymous tip line to help solve major crimes. 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

- Remedy wrongful convictions, miscarriages of justice, and unduly harsh and expensive punishments
- Increase the amount of community partners who distribute gun locks to the community to promote gun safety and decrease accidental shootings
- Increase participation by 88-Crime at community events
- Provide and increase the number of Communities Addressing Responsible Gun Ownership (CARGO) presentations and events designed to promote gun safety awareness
- Engage and support the community by administering innovative programs to increase public safety, and reduce costs to the community by holding individuals accountable in a cost effective and efficient manner
- Increase the number of participants in the Bad Check Program
- Increase community use of anonymous tip line
- Bring the 88-CRIME Safe School Program into schools to educate the students and faculty about 88-CRIME, and to provide them with a resource to help keep them, the schools, and the community safe
- Provide training on the CJB to agency staff, volunteers, partner organizations, and community members
- Coordinate the CJB Program that holds juvenile offenders accountable to the victim and community, through the use of community volunteers who provide consequences via family conferences
- Maintain the amount of restitution returned to victims of bad checks submitted

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Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
Anonymous tips	3,516	4,200	4,500
Contacts at community events	32,525	23,000	23,000
Presentations and media outreach	82	82	82
Bad Check Program participants	9,995	10,020	10,020
Restitution collected	\$63,422	\$60,422	\$59,422
CARGO events	0	12	16
Gun locks donated	200	6,500	7,000
CJB/staff training programs	15	25	25
Community Justice Boards	9	9	14

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## Program Summary

Department: County Attorney  
Program: Community Support

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	215,752	351,443	467,813
Operating Expenses	29,015	21,492	27,915
<b>Total Program Expenditures</b>	<b>244,767</b>	<b>372,935</b>	<b>495,728</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Fines & Forfeits	32,784	28,200	28,200
Investment Earnings	553	500	500
<b>Special Programs Revenue Sub-Total</b>	<b>33,337</b>	<b>28,700</b>	<b>28,700</b>
<b>General Fund Support</b>	229,661	317,234	433,686
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	(18,231)	27,001	33,342
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>244,767</b>	<b>372,935</b>	<b>495,728</b>
<b><u>Program Staffing FTEs</u></b>	<b>4.00</b>	<b>6.00</b>	<b>6.00</b>

## Program Summary

**Department:** County Attorney  
**Program:** Criminal Prosecution

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### Function

Represent the state in felony and juvenile matters occurring throughout Pima County, and all misdemeanor cases occurring in unincorporated areas of Pima County. Establish a fraud unit that will investigate and prosecute financial scams.

### 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. 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

- Target dangerous, violent, and repetitive criminal defendants for trial
  - Provide attorney for day and night initial appearances 365 days a year, to ensure appropriate release conditions are recommended to maximize public safety
  - Process all requests for subpoenas, arrest warrants, interviews, and investigations
  - Prosecute all misdemeanor cases filed by law enforcement in Justice Courts
  - Review all felony cases presented by law enforcement to determine whether or not the admissible evidence is sufficient to file criminal charges
  - Hold criminals accountable for violations of the law by investigating and prosecuting criminal cases in a manner that maximizes public safety
  - Provide 24 hour/7 day a week call out services to law enforcement for legal advice in homicides, sex crimes, gang, and narcotic investigations
  - Through prosecution, diversion and/or restorative justice measures, educate victims and defendants, obtain restitution, and recover program costs
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Felony cases presented for review by law enforcement	8,365	10,500	10,500
Percent of violent, dangerous, repetitive offenders tried	62%	75%	75%
Juvenile cases presented for review by law enforcement	1,532	2,500	2,800
Requests for investigative services	4,000	5,000	5,000
Felony written victim notifications	84,484	119,176	111,176
Initial appearances hearings (two per day) attended	730	730	730

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## Program Summary

Department: County Attorney  
Program: Criminal Prosecution

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	18,862,600	21,654,583	22,116,990
Operating Expenses	3,036,797	5,667,954	4,961,966
Capital Equipment > \$5,000	19,227	33,877	58,877
<b>Total Program Expenditures</b>	<b>21,918,624</b>	<b>27,356,414</b>	<b>27,137,833</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	35,858	24,900	-
Charges for Services	436	-	-
Fines & Forfeits	30,420	40,000	40,000
Investment Earnings	(432)	-	-
Miscellaneous Revenue	6,652	-	-
<b>Operating Revenue Sub-Total</b>	<b>72,934</b>	<b>64,900</b>	<b>40,000</b>
Intergovernmental	848,924	1,788,257	1,595,257
Fines & Forfeits	539,308	710,000	690,000
Investment Earnings	31,684	114,800	85,800
Miscellaneous Revenue	119,569	141,663	80,000
<b>Special Programs Revenue Sub-Total</b>	<b>1,539,485</b>	<b>2,754,720</b>	<b>2,451,057</b>
Intergovernmental	3,464,771	4,945,329	4,499,741
Miscellaneous Revenue	750	-	-
<b>Grant Revenue Sub-Total</b>	<b>3,465,521</b>	<b>4,945,329</b>	<b>4,499,741</b>
<b>General Fund Support</b>	16,961,969	17,308,218	18,026,055
<b>Net Operating Transfers In/(Out)</b>	(93,355)	(92,317)	(129,482)
<b>Fund Balance Decrease/(Increase)</b>	(27,930)	2,375,564	2,250,462
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>21,918,624</b>	<b>27,356,414</b>	<b>27,137,833</b>
<b><u>Program Staffing FTEs</u></b>	<b>323.00</b>	<b>321.00</b>	<b>284.00</b>

## Program Summary

**Department:** County Attorney

**Program:** Law Enforcement Sub Agency ARF

**Function**

Administer anti-racketeering revolving fund for the proper and intended use for non Pima County Attorney law enforcement agencies.

**Description of Services**

Investigate and prosecute racketeering crime, and administer resources for all Pima County law enforcement agencies, via the Anti-racketeering Program.

**Program Goals & Objectives**

- Administer, review, and distribute anti-racketeering funds to participating law enforcement agencies in a timely manner

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Legal reviews and corresponding disbursements of funds to local law enforcement agencies	104	65	80

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Operating Expenses	2,610,765	4,812,747	4,812,747
<b>Total Program Expenditures</b>	<b>2,610,765</b>	<b>4,812,747</b>	<b>4,812,747</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Intergovernmental	210,616	175,000	300,000
Fines & Forfeits	3,356,319	2,605,694	2,605,694
Investment Earnings	51,140	95,000	55,000
Miscellaneous Revenue	(143)	20,000	10,000
<b>Special Programs Revenue Sub-Total</b>	<b>3,617,932</b>	<b>2,895,694</b>	<b>2,970,694</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	2,771	-	(1,750,000)
<b>Fund Balance Decrease/(Increase)</b>	(1,009,938)	1,917,053	3,592,053
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>2,610,765</b>	<b>4,812,747</b>	<b>4,812,747</b>

## Program Summary

**Department:** County Attorney

**Program:** Victim Services

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### Function

Provide advocacy and crisis intervention for victims and witnesses via the Victim Services Division.

### Description of Services

Provide advocacy and crisis intervention for victims and witnesses, support and assist victims and witnesses at legal proceedings, hearings, and trials, and process victim compensation claims within sixty (60) days of the receipt of claim. Maintain a unit specifically designed for the purpose of victim notification to ensure that all victims are notified of all criminal proceedings as mandated by Arizona Revised Statutes.

### Program Goals & Objectives

- 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
  - 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 Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
Victim restitutions processed within guidelines	n/a	n/a	100%
Total number of services provided to victims by victim advocates	n/a	n/a	72,666
Cost savings achieved by using a volunteer force to help provide victim services	n/a	n/a	\$120,314
Average number of days to process claims	n/a	n/a	40
Victim Compensation claims processed within 60 days	n/a	n/a	100%
Total Victim Compensation claims processed	n/a	n/a	225
Total volunteer hours	n/a	n/a	6,126
Total number of victim contacts by advocates	n/a	n/a	39,430
Total number of victims served by victim advocates	n/a	n/a	7,457

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## Program Summary

Department: County Attorney

Program: Victim Services

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	-	-	2,341,147
Operating Expenses	-	-	1,085,867
<b>Total Program Expenditures</b>	-	-	<b>3,427,014</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	-	-	24,900
<b>Operating Revenue Sub-Total</b>	-	-	<b>24,900</b>
Intergovernmental	-	-	328,774
Fines & Forfeits	-	-	20,000
Investment Earnings	-	-	15,000
Miscellaneous Revenue	-	-	110,000
<b>Special Programs Revenue Sub-Total</b>	-	-	<b>473,774</b>
Intergovernmental	-	-	1,321,213
<b>Grant Revenue Sub-Total</b>	-	-	<b>1,321,213</b>
<b>General Fund Support</b>	-	-	1,418,551
<b>Net Operating Transfers In/(Out)</b>	-	-	(77,094)
<b>Fund Balance Decrease/(Increase)</b>	-	-	265,670
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	-	-	<b>3,427,014</b>
<b><u>Program Staffing FTEs</u></b>	-	-	<b>37.00</b>

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## JUSTICE COURT AJO

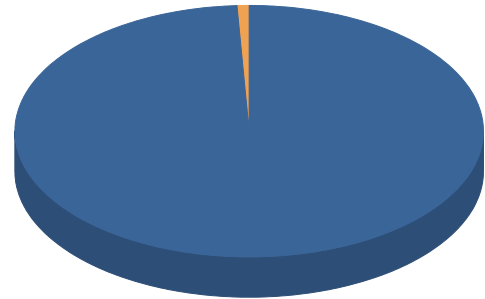
Expenses 784,467

Revenues 141,577

FTEs 8.50

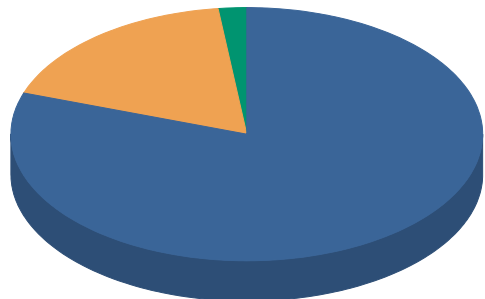
### Expenditures By Program

Justice Court Ajo	99.11%
Justice Court Ajo Time Pay Fees	0.89%
Total:	100.00%



### Sources of All Funding

General Fund Support	80.14%
Department Revenue	18.05%
Fund Balance Support	1.81%
Total:	100.00%



#### 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 recommended 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

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Justice Court Ajo	663,256	750,083	777,467
Justice Court Ajo Time Pay Fees	4,720	7,000	7,000
<b>Total Expenditures</b>	<b>667,976</b>	<b>757,083</b>	<b>784,467</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Justice Court Ajo	131,939	147,009	139,024
Justice Court Ajo Time Pay Fees	3,332	2,335	2,553
<b>Total Revenues</b>	<b>135,271</b>	<b>149,344</b>	<b>141,577</b>
General Fund Support	538,741	592,522	628,670
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(6,036)	15,217	14,220
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>667,976</b>	<b>757,083</b>	<b>784,467</b>
<b><u>Staffing (FTEs) by Program</u></b>			
Justice Court Ajo	8.80	8.75	8.50
<b>Total Staffing (FTEs)</b>	<b>8.80</b>	<b>8.75</b>	<b>8.50</b>

## Program Summary

**Department:** Justice Court Ajo

**Program:** Justice Court Ajo

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### 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 Justice Court Ajo 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. 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.

### Program Goals & Objectives

- Initiate court action of debtors that have not paid by their payment due date
  - Supervise DUI and domestic violence probationers to ensure compliance with court orders
  - Comply with court policies and County policies and procedures
  - Maintain court ledgers, along with the computer system, and ensure that monies are being distributed to the appropriate accounts and agencies
  - Hold probationers accountable, and offer rehabilitative services designed to reduce or eliminate future criminal activity
  - Complete docketing and minute entries prior to the conclusion of courtroom proceedings
  - 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
  - Provide prompt, courteous, and expeditious service to the public, while processing cases in a timely manner
- 

Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
Delinquent cases to be entered in collections	292	304	298
Court staff compliant with all state mandated training	100%	100%	100%
Minimum accounting standards compliant	100%	100%	100%
Minute entries filed	657	801	729
Bonds exonerated and refunded	100%	100%	100%
Probationers requiring court assessment	100%	100%	100%

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## Program Summary

Department: Justice Court Ajo

Program: Justice Court Ajo

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	576,301	607,443	643,647
Operating Expenses	86,955	142,640	133,820
<b>Total Program Expenditures</b>	<b>663,256</b>	<b>750,083</b>	<b>777,467</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	15,709	11,899	15,709
Charges for Services	17,792	8,324	8,686
Fines & Forfeits	89,987	116,719	105,123
Miscellaneous Revenue	1,027	2,311	972
<b>Operating Revenue Sub-Total</b>	<b>124,515</b>	<b>139,253</b>	<b>130,490</b>
Charges for Services	4,663	4,878	5,454
Fines & Forfeits	2,362	2,000	2,500
Miscellaneous Revenue	399	878	580
<b>Special Programs Revenue Sub-Total</b>	<b>7,424</b>	<b>7,756</b>	<b>8,534</b>
<b>General Fund Support</b>	<b>538,741</b>	<b>592,522</b>	<b>628,670</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(7,424)</b>	<b>10,552</b>	<b>9,773</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>663,256</b>	<b>750,083</b>	<b>777,467</b>
<b><u>Program Staffing FTEs</u></b>	<b>8.80</b>	<b>8.75</b>	<b>8.50</b>

## Program Summary

**Department:** Justice Court Ajo

**Program:** Justice Court Ajo Time Pay Fees

**Function**

Collect and record time payment fees assessed on each person who pays (on a time payment basis) a court ordered penalty, fine, or sanction.

**Description of Services**

Assess a fee when a fine/civil sanction is imposed, and the fine/civil sanction is not paid in full.

**Program Goals & Objectives**

- Comply with Arizona Revised Statutes Title 12, Chapter 116: Time Payment Fee
- Collect all Justice Court time payment fees

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Cases set up on a payment arrangement/time payment fee assessed	360	427	393

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	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Operating Expenses	4,720	7,000	7,000
<b>Total Program Expenditures</b>	<b>4,720</b>	<b>7,000</b>	<b>7,000</b>

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<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Charges for Services	2,182	2,335	2,553
Investment Earnings	1,150	-	-
<b>Special Programs Revenue Sub-Total</b>	<b>3,332</b>	<b>2,335</b>	<b>2,553</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	1,388	4,665	4,447
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>4,720</b>	<b>7,000</b>	<b>7,000</b>

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## JUSTICE COURT GREEN VALLEY

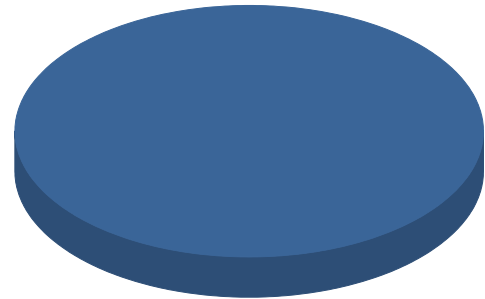
Expenses 786,923

Revenues 325,266

FTEs 8.00

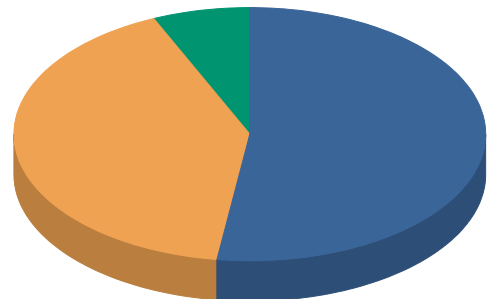
### Expenditures By Program

Justice Court Green Valley	100.00%
Total:	100.00%



### Sources of All Funding

General Fund Support	52.13%
Department Revenue	41.33%
Fund Balance Support	6.54%
Total:	100.00%



#### Function Statement:

Serve the public, litigants, and attorneys by the 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, and policies. Follow court performance guidelines set by court rules, statutes, administrative orders, and guidelines established by the Administrative Office of the Arizona Supreme Court. Meet ethical standards for court staff and judges as written and enforced by the Commission on Judicial Conduct. Follow financial management practices that meet the minimum accounting standards set and enforced by the State Auditor General. Adhere to operational guidelines recommended by the Court Services Division of the Arizona Supreme Court and Pima County.

#### 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 Regulations, Chapter 4: Driving Under the Influence, Chapter 5: Penalties and Procedures for Vehicle Violations

## Department Summary by Program

Department: Justice Court Green Valley

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Justice Court Green Valley	588,119	647,022	786,923
Justice Court Green Valley Grants	500	-	-
<b>Total Expenditures</b>	<b>588,619</b>	<b>647,022</b>	<b>786,923</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Justice Court Green Valley	364,562	326,288	325,266
<b>Total Revenues</b>	<b>364,562</b>	<b>326,288</b>	<b>325,266</b>
General Fund Support	245,253	307,182	410,223
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(21,196)	13,552	51,434
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>588,619</b>	<b>647,022</b>	<b>786,923</b>
<b><u>Staffing (FTEs) by Program</u></b>			
Justice Court Green Valley	8.00	8.00	8.00
<b>Total Staffing (FTEs)</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

## Program Summary

**Department:** Justice Court Green Valley

**Program:** Justice Court Green Valley

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### Function

Serve public, litigants, and attorneys by the 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 and policies. Follow court performance guidelines set by court rules, statutes, administrative orders, and guidelines established by the Administrative Office of the Arizona Supreme Court. Meet ethical standards for court staff and judges as written and enforced by the Commission on Judicial Conduct. Follow financial management practices that meet the Minimum Accounting Standards (MAS) set and enforced by the State Auditor General. Adhere to operational guidelines prescribed by Court Services Division of the Arizona Supreme Court.

### Description of Services

Establish and administer policies and procedures in compliance with court mandates. Collect and disburse fees in compliance with the MAS and the Administrative Office of the Courts (AOC). Coordinate the prompt and orderly disposition of criminal, traffic and civil cases. Adhere to court performance guidelines established in court rules, statutes, administrative orders and guidelines of the AOC. Adhere to ethical standards established by the Commission of Judicial Conduct. Provide financial management according to MAS set by the AZ Supreme Court, Pima County Financial Control and Reporting, and the State Auditor General. Monitor court performance, and conduct internal court performance reviews and maintain statistics.

### Program Goals & Objectives

- Strengthen the administration of justice and improve communication
  - Improve website and access to forms in accordance with federal mandates
  - Update website content and provide website in Spanish for users
  - Provide more comprehensive information about court processes for self-represented litigants in English and Spanish
  - Monitor implemented texting feature (E-Notify) used to notify litigants of upcoming court dates, payment due reminder, missed court appearance, and missed payment
- Maintain Court Security and Safety
  - Provide full-time security for the protection and safety of staff, attorneys, and users of the court system
  - Provide training to court security officers that is valuable and improve skill set
  - Maintain a list of persons that are possible security threats to ensure the safety of all court users
  - Work on maintaining compliance with the newly adopted AZ Supreme Court Security Standards
  - Monitor security camera upgrade to ensure all surroundings are being monitored to ensure the safety of all court users
  - Continue to follow all pandemic protocols according to County guidelines
- Maintain a professional workforce and improve operational efficiencies
  - Foster and encourage ongoing and cross-training staff in civil, criminal, and in the courtroom
  - Ensure staff compliance with state mandatory Council on Judicial Education and Training
  - Continue to monitor and improve the processing of electronic fund transfers for Debt Set Off payments
  - Train staff on the newly implemented MAS Compliance Checklist

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Program Performance Measures	FY 2020/2021 Actual	FY 2021/2022 Estimated	FY 2022/2023 Planned
Adjudicated cases with the newly adopted Arizona Supreme Court Case Processing Standards monitored for compliance	98%	100%	100%
Delinquent collections to Fee/Fee and Restitution Enforcement Program submitted	100%	100%	100%
Desk audits conducted to ensure work is being performed accurately and in accordance with court procedures	100%	100%	100%
Court functions are cross trained	yes	yes	yes
Newly implemented Arizona Supreme Court Security Standards monitored for compliance	yes	yes	yes

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## Program Summary

Department: Justice Court Green Valley

Program: Justice Court Green Valley

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	556,409	588,242	616,432
Operating Expenses	31,710	58,780	170,491
<b>Total Program Expenditures</b>	<b>588,119</b>	<b>647,022</b>	<b>786,923</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	20,136	16,000	16,000
Charges for Services	77,141	80,000	80,000
Fines & Forfeits	224,535	195,000	195,000
<b>Operating Revenue Sub-Total</b>	<b>321,812</b>	<b>291,000</b>	<b>291,000</b>
Charges for Services	34,670	33,488	32,466
Fines & Forfeits	5,888	1,800	1,800
Investment Earnings	2,192	-	-
<b>Special Programs Revenue Sub-Total</b>	<b>42,750</b>	<b>35,288</b>	<b>34,266</b>
<b>General Fund Support</b>	245,253	307,182	410,223
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	(21,696)	13,552	51,434
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>588,119</b>	<b>647,022</b>	<b>786,923</b>
<b><u>Program Staffing FTEs</u></b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

## Program Summary

Department: Justice Court Green Valley  
Program: Justice Court Green Valley Grants

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### Function

The program summary is provided for informational purposes only.

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	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Operating Expenses	500	-	-
<b>Total Program Expenditures</b>	<b>500</b>	-	-
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	500	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>500</b>	-	-

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## JUSTICE COURT TUCSON

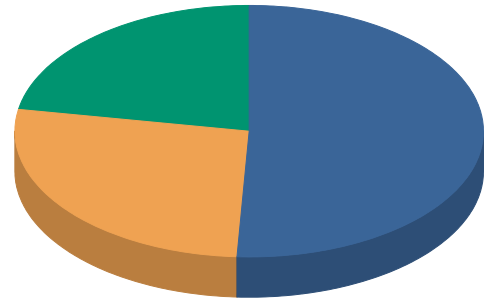
Expenses 9,193,483

Revenues 7,157,280

FTEs 104.50

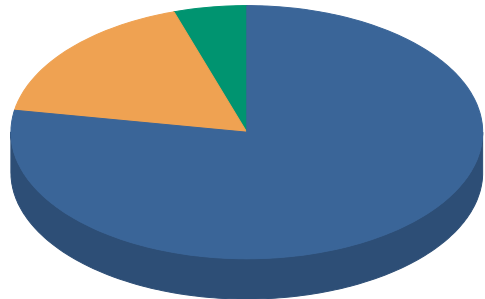
### Expenditures By Program

Court Operations	50.91%
Judicial Operations	26.75%
Administration	22.34%
Total:	100.00%



### Sources of All Funding

Department Revenue	77.86%
General Fund Support	17.07%
Fund Balance Support	5.07%
Total:	100.00%



### Function Statement:

Serve the public, litigants, and attorneys by the prompt and orderly disposition of civil, criminal, and traffic cases. Maintain orderly, complete, and accurate records. Prepare statistical reports and other informational reports as prescribed by law. Collect, record, and disburse fees and fines in accordance with statutes, court orders, ordinances, and policies. Follow court performance guidelines set by court rules, statutes, administrative orders, and guidelines established by the Administrative Office of the Supreme Court. 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 mandated by the Court Services Division of the Supreme Court. Provide a safe and secure environment for employees, elected officials, and the public.

### Mandates:

ARS Title 22: Justices of the Peace and Other Courts Not of Record; ARS Title 12: Courts and Civil Proceedings; ARS Title 13: Criminal Code; ARS Title 21: Juries; ARS Title 28, Chapter 3: Traffic and Vehicle Regulation, Chapter 4: Driving Under the Influence, Chapter 5: Penalties and Procedures for Vehicle Violations

## Department Summary by Program

Department: Justice Court Tucson

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Administration	2,425,643	2,256,290	2,053,526
Court Operations	3,779,321	4,100,931	4,680,676
Judicial Operations	1,992,821	2,642,357	2,459,281
<b>Total Expenditures</b>	<b>8,197,785</b>	<b>8,999,578</b>	<b>9,193,483</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Administration	4,628,330	5,117,212	4,482,600
Court Operations	999,124	1,025,000	1,055,000
Judicial Operations	1,254,862	1,619,680	1,619,680
<b>Total Revenues</b>	<b>6,882,316</b>	<b>7,761,892</b>	<b>7,157,280</b>
General Fund Support	1,510,114	936,530	1,569,728
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(194,645)	301,156	466,475
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>8,197,785</b>	<b>8,999,578</b>	<b>9,193,483</b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administration	26.00	31.00	22.00
Court Operations	75.50	70.50	71.50
Judicial Operations	17.50	12.00	11.00
<b>Total Staffing (FTEs)</b>	<b>119.00</b>	<b>113.50</b>	<b>104.50</b>



## Program Summary

**Department:** Justice Court Tucson

**Program:** Administration

### Function

Coordinate all non-judicial court activities. Establish, 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 and Council on Judicial Education and Training 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

- Increase collections of court ordered fines and assessments
- Enhance customer service and the public's access to court services and information
- 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
- 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

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Total funds collected by the court	\$15,598,661	\$13,101,379	\$14,000,000
Total Pima County revenues collected by the court	\$6,029,738	\$4,746,359	\$6,866,892
Number of positions managed	110	121	121
Public usage of buildings by number of individuals	160,680	200,000	220,000

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	2,086,956	1,897,990	1,659,061
Operating Expenses	338,687	358,300	394,465
<b>Total Program Expenditures</b>	<b>2,425,643</b>	<b>2,256,290</b>	<b>2,053,526</b>

### Program Funding by Source

<b>Revenues</b>			
Intergovernmental	132,930	-	-
Charges for Services	2,187,697	2,800,000	2,200,000
Fines & Forfeits	2,264,346	2,286,012	2,247,000
Investment Earnings	1,250	-	-
Miscellaneous Revenue	42,107	31,200	35,600
<b>Operating Revenue Sub-Total</b>	<b>4,628,330</b>	<b>5,117,212</b>	<b>4,482,600</b>

## Program Summary

Department: Justice Court Tucson

Program: Administration

General Fund Support	(2,202,687)	(2,860,922)	(2,429,074)
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>2,425,643</u>	<u>2,256,290</u>	<u>2,053,526</u>
<u>Program Staffing FTEs</u>	26.00	31.00	22.00

## Program Summary

**Department:** Justice Court Tucson

**Program:** Court Operations

### Function

Process cases in compliance with statutes and rules of court and provide services to the public in cases 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 expediently. Provide service to the public, litigants, jurors, attorneys, and members of the bar; record case proceedings; and 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

- 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 internal business processes that promote and ensure the accurate collection of data
- Provide prompt and consistent delivery of services to the public, litigants, and attorneys
- Image court documents into electronic case files

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Total case filings	88,908	91,542	95,000
Total telephone calls requesting information	171,132	170,000	170,000
Individuals assisted at window	38,263	46,512	50,000

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	3,423,381	3,825,931	4,178,776
Operating Expenses	355,940	275,000	491,900
Capital Equipment > \$5,000	-	-	10,000
<b>Total Program Expenditures</b>	<b>3,779,321</b>	<b>4,100,931</b>	<b>4,680,676</b>

### Program Funding by Source

<b>Revenues</b>			
Charges for Services	556,768	580,000	580,000
Miscellaneous Revenue	1,229	-	-
<b>Operating Revenue Sub-Total</b>	<b>557,997</b>	<b>580,000</b>	<b>580,000</b>
Charges for Services	376,060	375,000	405,000
Fines & Forfeits	61,952	70,000	70,000
Miscellaneous Revenue	3,115	-	-
<b>Special Programs Revenue Sub-Total</b>	<b>441,127</b>	<b>445,000</b>	<b>475,000</b>
<b>General Fund Support</b>	<b>2,813,080</b>	<b>3,048,987</b>	<b>3,355,738</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(32,883)</b>	<b>26,944</b>	<b>269,938</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Program Summary

Department: Justice Court Tucson

Program: Court Operations

Total Program Funding	<u>3,779,321</u>	<u>4,100,931</u>	<u>4,680,676</u>
<u>Program Staffing FTEs</u>	75.50	70.50	71.50

## 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

- Dispose of new cases in a timely manner
- 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

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Case disposition rate	100%	100%	100%

<b>Program Expenditures by Object</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
Personnel Services	1,704,116	2,249,280	1,665,575
Operating Expenses	265,828	393,077	723,706
Capital Equipment > \$5,000	22,877	-	70,000
<b>Total Program Expenditures</b>	<b>1,992,821</b>	<b>2,642,357</b>	<b>2,459,281</b>

<b>Program Funding by Source</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Revenues</b>			
Intergovernmental	40,138	169,680	169,680
Charges for Services	803,282	1,000,000	1,000,000
<b>Operating Revenue Sub-Total</b>	<b>843,420</b>	<b>1,169,680</b>	<b>1,169,680</b>
Charges for Services	403,457	450,000	450,000
Investment Earnings	7,985	-	-
<b>Special Programs Revenue Sub-Total</b>	<b>411,442</b>	<b>450,000</b>	<b>450,000</b>
<b>General Fund Support</b>	<b>899,721</b>	<b>748,465</b>	<b>643,064</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(161,762)</b>	<b>274,212</b>	<b>196,537</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>1,992,821</b>	<b>2,642,357</b>	<b>2,459,281</b>

<b>Program Staffing FTEs</b>	<b>17.50</b>	<b>12.00</b>	<b>11.00</b>
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## JUSTICE SERVICES

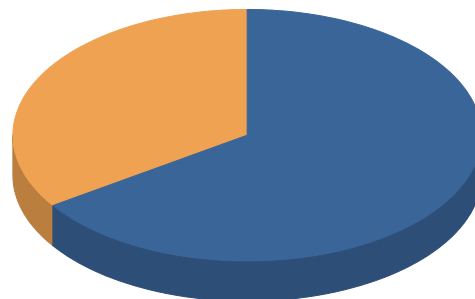
Expenses 2,384,349

Revenues 1,092,831

FTEs 7.00

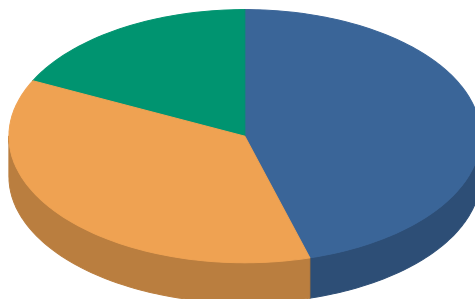
### Expenditures By Program

Justice Services-Grants	65.57%
Justice Services	34.43%
Total:	100.00%



### Sources of All Funding

General Fund Support	45.43%
Department Revenue	36.75%
Operating Transfers In	17.82%
Total:	100.00%



#### Function Statement:

Provide recommendations and oversight for sustainable systemic and programmatic efforts across Pima County's criminal justice system, including collaborative efforts with cities, state, and federal agencies, communities, and tribal communities, and treatment and social service providers.

#### Mandates:

Explore opportunities to reduce costs and improve outcomes in the criminal justice system and work collaboratively with criminal justice agencies and other key stakeholders. Work jointly and provide technical assistance to local partners to identify, develop and implement new program in Pima County. Oversight of Pima County Housing and other federal and foundational grants.

## Department Summary by Program

Department: Justice Services

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Justice Services	-	-	820,863
Justice Services-Grants	-	-	1,563,486
<b>Total Expenditures</b>	<b>-</b>	<b>-</b>	<b>2,384,349</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Justice Services-Grants	-	-	1,092,831
<b>Total Revenues</b>	<b>-</b>	<b>-</b>	<b>1,092,831</b>
General Fund Support	-	-	1,350,863
Net Operating Transfers In/(Out)	-	-	(59,345)
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>-</b>	<b>-</b>	<b>2,384,349</b>
<b><u>Staffing (FTEs) by Program</u></b>			
Justice Services	-	-	7.00
<b>Total Staffing (FTEs)</b>	<b>-</b>	<b>-</b>	<b>7.00</b>



## Program Summary

**Department:** Justice Services

**Program:** Justice Services

### Function

Justice Services provides support to Pima County leadership, Justice Service partners, and the Community to do the following: implement best practices; reduce unnecessary spending; improve justice system outcomes; increase community engagement and knowledge of the criminal justice system and process; support interagency cooperation, coordination, planning, and implementation of effective and equitable strategies and programming to reduce the cycle of justice involvement; provide data-driven decision making; and increase community capacity.

### Description of Services

Provide technical assistance, training and education, support, and develop initiatives to each intercept of the justice system and community.

### Program Goals & Objectives

- Build capacity and provide services to justice system partners, local agencies, and community stakeholders
  - Provide technical assistance and ongoing support
  - Identify, develop, and implement new initiatives to improve community safety and outcomes
- Increase community awareness of the criminal justice system and process
  - Disseminate justice system educational materials and tools via presentations, trainings, community events, and digital platforms
  - Implement a system to establish a baseline and determine metrics to measure community awareness and understanding of the criminal justice system
  - Regularly engage community to provide input in initiatives and programming
- Develop a justice data warehouse
  - Create a data collection plan, to include identifying software provider, technical partner for data storage, and develop all necessary agreements for system partners' data sharing
  - Incorporate a data-driven data dashboard and dynamic list of resources as part of a justice data warehouse

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
New partnerships with justice system partners and community created	n/a	n/a	3
Initiatives and strategies developed and implemented to improve justice system outcomes	n/a	n/a	3
Justice data warehouse developed	n/a	n/a	10%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	-	-	734,539
Operating Expenses	-	-	86,324
<b>Total Program Expenditures</b>	<b>-</b>	<b>-</b>	<b>820,863</b>
<b>General Fund Support</b>	-	-	1,350,863
<b>Net Operating Transfers In/(Out)</b>	-	-	(530,000)
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>-</b>	<b>-</b>	<b>820,863</b>

<b>Program Staffing FTEs</b>	-	-	7.00
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## Program Summary

**Department:** Justice Services  
**Program:** Justice Services-Grants

### Function

Justice Services provides support to Pima County leadership, Justice Service partners, and Community to act as a national leader to justice system improvement by: highlighting the community's advancement; implementing and continuing excellent programming to provide a meaningful impact to individuals in the community; providing information and resources on the justice system to the community overall; and managing grant funding to support programming and new strategic partnerships and initiatives.

### Description of Services

Provide resources to facilitate: access to best practices and technical assistance; initiative development; and grant management and fiscal assistance. Serve as a programmatic incubator for the County, justice system partners, and community. Provide services to accelerate the incorporation of justice support elements with programming involving health, housing, employment, and community safety.

### Program Goals & Objectives

- Incubate new programs; establish data collection plans and coordination for justice system partners to build community capacity
  - Provide technical assistance for justice related program development and maintenance to justice system partners
  - Develop a post-incubation program transition plan to lead community organization
- Centralize coordination, planning, fiscal and programmatic management of grants to improve criminal justice system outcomes and community safety
  - In collaboration with the county, justice system partners, and community identify grant opportunities and submit applications to fund programs and initiatives
  - Provide fiscal administration and oversight of grant life cycle in partnership with partners

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Grant fiscal and programmatic administration to fund justice related initiatives	n/a	n/a	4
New programs, initiatives, and strategies developed to improve justice system outcomes	n/a	n/a	4

<b>Program Expenditures by Object</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
Personnel Services	-	-	59,684
Operating Expenses	-	-	1,503,802
<b>Total Program Expenditures</b>	<b>-</b>	<b>-</b>	<b>1,563,486</b>

### Program Funding by Source

<b>Revenues</b>			
Intergovernmental	-	-	495,000
Miscellaneous Revenue	-	-	597,831
<b>Grant Revenue Sub-Total</b>	<b>-</b>	<b>-</b>	<b>1,092,831</b>
<b>General Fund Support</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>470,655</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>-</b>	<b>-</b>	<b>1,563,486</b>

## JUVENILE COURT

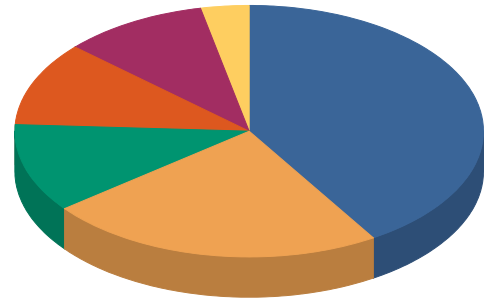
Expenses 28,771,909

Revenues 7,780,775

FTEs 332.00

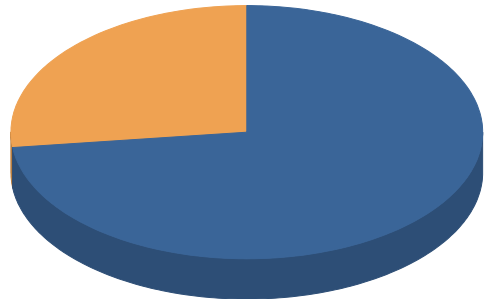
### Expenditures By Program

■ Probation Services	41.01%
■ Detention Services	23.56%
■ Children & Family Services	11.19%
■ Judicial Services	11.01%
■ Administration	9.92%
■ Court Support Services	3.31%
Total:	100.00%



### Sources of All Funding

■ General Fund Support	73.04%
■ Department Revenue	26.96%
Total:	100.00%



### Function Statement:

Exercise jurisdiction, under federal and state constitutions, laws, and rules of the court, over all families involved in matters of dependency, severance, and adoption and over all children under the age of eighteen (18) years who are referred to the court for reasons of delinquency, mental health, or incorrigibility. 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 collaboratively with and provide leadership to, the community, the public, and private agencies to promote justice, education, and prevention of juvenile delinquency and abuse and neglect.

### Mandates:

ARS Title 8 Children; Rule 6.3.3-310 Family Counseling; Rule 93 Court Administrator; Rule 93(a)1 Compile and maintain records and statistics of pending cases and other business of the court; Rule 93 (a)(2) Assign all motions, pre-trials and other matters for disposition, and maintain and publish all assignments and calendars; Rule 93 (a)(6) Prepare the budget of the court.

## Department Summary by Program

**Department: Juvenile Court**

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Administration	4,346,591	2,412,822	2,854,609
Children & Family Services	2,912,468	3,063,849	3,217,981
Court Support Services	1,219,006	854,635	952,418
Detention Services	5,986,716	7,172,243	6,779,913
Judicial Services	2,705,292	3,002,650	3,168,135
Probation Services	9,763,545	11,467,952	11,798,853
<b>Total Expenditures</b>	<b><u>26,933,618</u></b>	<b><u>27,974,151</u></b>	<b><u>28,771,909</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Administration	375,282	402,624	397,500
Children & Family Services	1,269,730	1,525,520	1,503,209
Court Support Services	363	-	-
Detention Services	74,344	110,000	110,000
Information Technology	9	-	-
Probation Services	4,183,661	5,652,991	5,770,066
<b>Total Revenues</b>	<b><u>5,903,389</u></b>	<b><u>7,691,135</u></b>	<b><u>7,780,775</u></b>
General Fund Support	20,933,973	20,371,145	21,076,116
Net Operating Transfers In/(Out)	46,969	(5,455)	(11,900)
Fund Balance Decrease/(Increase)	49,287	(82,674)	(73,082)
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>26,933,618</u></b>	<b><u>27,974,151</u></b>	<b><u>28,771,909</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administration	32.50	24.25	29.25
Children & Family Services	42.75	44.25	43.25
Court Support Services	19.00	13.00	14.00
Detention Services	121.00	106.25	103.25
JU County Humanitarian Effort	2.00	-	-
Judicial Services	25.00	25.00	25.00
Probation Services	125.00	120.25	117.25
<b>Total Staffing (FTEs)</b>	<b><u>367.25</u></b>	<b><u>333.00</u></b>	<b><u>332.00</u></b>

## Program Summary

**Department:** Juvenile Court

**Program:** Administration

### Function

Provide administrative support to the presiding judge, the court, and operational divisions and programs.

### 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, ensure court security and safety practices, 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. Submit all financial reports by deadlines.
- 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 10 days of citing

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Financial reports submitted on time and within budgetary limit compliance	100%	100%	100%
Recommended Administrative Office of the Courts security standards are met, or reviewed and exceptions noted, on an annual basis	100%	100%	100%
National, state, and local life safety standards within compliance (Noted deficiencies from building and inspections corrected within 10 days of citing and/or exceptions/exclusions submitted)	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	2,098,032	1,576,408	2,023,286
Operating Expenses	1,429,329	836,414	831,323
Capital Equipment > \$5,000	819,230	-	-
<b>Total Program Expenditures</b>	<b>4,346,591</b>	<b>2,412,822</b>	<b>2,854,609</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Intergovernmental	7,720	4,000	-
Investment Earnings	-	600	600
Miscellaneous Revenue	26,610	6,000	6,000
<b>Operating Revenue Sub-Total</b>	<b>34,330</b>	<b>10,600</b>	<b>6,600</b>
Intergovernmental	340,952	392,024	390,900
<b>Grant Revenue Sub-Total</b>	<b>340,952</b>	<b>392,024</b>	<b>390,900</b>
<b>General Fund Support</b>	<b>3,926,366</b>	<b>2,010,198</b>	<b>2,463,430</b>
<b>Net Operating Transfers In/(Out)</b>	<b>50,366</b>	<b>-</b>	<b>(7,900)</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(5,423)</b>	<b>-</b>	<b>1,579</b>

## Program Summary

Department: Juvenile Court

Program: Administration

Other Funding Sources	-	-	-
Total Program Funding	4,346,591	2,412,822	2,854,609
Program Staffing FTEs	32.50	24.25	29.25

# Program Summary

**Department:** Juvenile Court

**Program:** Children & Family Services

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## Function

The Court, Children, and Family Services Division provides timely, fair, effective, and efficient access and administration of justice through the provision of services and programs that supports the mission, vision, and core values of Pima County Juvenile Court Center. Provides professional, innovative, and effective problem-solving court programs and alternative dispute resolution processes for Juvenile Court cases.

## Description of Services

Develop, sustain, and advance innovative services and strategies that promote access to justice, process cases efficiently, and reduce dependency case timeframes in a manner that promotes safety and permanency. The Dispute Resolution Program provides attorneys and parties the opportunity to reach self-determined, mutual resolution to case issues in mediation sessions facilitated by a neutral court appointed professional mediator. Mediation is an integral part of the Juvenile Court's caseload management system as judges rely on mediators to conduct dispute resolution sessions, draft and manage complex legal documents including court orders, and to calendar or vacate hearings and trials as necessary following a mediation session. Facilitate Pre-Hearing Conferences (PHC) as statutorily mandated in dependency cases in order to resolve related issues in a non-adversarial manner. The Dependency Alternative Program provides differentiated case management and dispute resolution services for cases offered diversion. The Court Appointed Special Advocate (CASA) Program recruits, screens, trains, supervises, and retains competent, enthusiastic volunteer advocates who provide independent, individually-focused, informed advocacy as the "voice of the child" for the best interest of dependent children. Family Drug Court employs a coordinated multi-system approach to provide intensive case management, peer support, judicial oversight, evidence-based services, and wraparound services to parents with substance abuse problems and their dependent children. Perform adoption social studies and provide appropriate information to prospective adoptive families. Collaborate with system partners to ensure appropriate service delivery. Develop and present training opportunities for dependency-involved families and community outreach through similar educational opportunities to interested attorneys, community members, stakeholders and partners, and to court employees. The Juvenile Court Resource Center provides assistance and resources for families, attorneys, and professionals involved in any aspect of Juvenile Court through forms, on-line research, business center equipment, in-person guidance, and brochures for families to connect with community resources.

## Program Goals & Objectives

- To comply with Section 8-824, A.R.S. and Rules 49 and 50 of the Rules of Procedure for the Juvenile Court, a court appointed Pre-Hearing Conference Facilitator will conduct a PHC to resolve issues in a non-adversarial manner regarding custody, placement, and visitation, and will foster orderly communication, encouraging participation by all parties
  - Provide a continuum of court-based dispute resolution services conducted by professional court mediators for Juvenile Court cases to assist in court case flow management and to negotiate resolution for contested issues in a neutral, confidential manner
  - To comply with Sections 8-842(C), 8-844(A), 8-845, A.R.S. and Rules 55(B) and 56(B) of the Rules of Procedure for the Juvenile Court, and the National Center for State Court's Model Time Standards, the Mediation Program will offer a Facilitated Settlement Conference (FSET) with a professional mediator to timely resolve adjudication for at least one parent
  - Assist cases through the court system in an efficient manner to achieve compliance with time standards, state and federal law procedural and statutory requirements, regulations, mandates, and to meet state and federal grant funding agreements
  - Assist families for whom substance abuse contributed to the dependency case in achieving lasting permanency by ensuring child safety as well as improving parenting capacity, family functioning, and child well-being
  - Appoint CASA volunteers in dependency cases in compliance with Section 8-522, A.R.S. who advocate for the child and aid the judge in making decisions regarding what is in the child's best interest
-

## Program Summary

Department: Juvenile Court

Program: Children & Family Services

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
PHC's held before Preliminary Protective Hearings (PPH)	100%	100%	100%
Number of mediation sessions scheduled	1,892	1,820	1,920
Agreement rate for issue of dependency adjudication of at least one parent for FSETs held with final resolution	68%	72%	75%
Rate of reunification (of at least one child) for parents who graduated from Family Drug Court	100%	100%	100%
Number of CASA volunteers	237	250	243
Number of CASA volunteer hours served	13,629	15,000	14,038
	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	2,544,028	2,694,487	2,883,386
Operating Expenses	368,440	369,362	334,595
<b>Total Program Expenditures</b>	<b>2,912,468</b>	<b>3,063,849</b>	<b>3,217,981</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Charges for Services	-	1,500	1,500
Miscellaneous Revenue	-	4,000	4,000
<b>Operating Revenue Sub-Total</b>	<b>-</b>	<b>5,500</b>	<b>5,500</b>
Intergovernmental	771,061	875,020	924,399
Investment Earnings	157	-	260
Miscellaneous Revenue	82	-	-
<b>Special Programs Revenue Sub-Total</b>	<b>771,300</b>	<b>875,020</b>	<b>924,659</b>
Intergovernmental	498,430	645,000	573,050
<b>Grant Revenue Sub-Total</b>	<b>498,430</b>	<b>645,000</b>	<b>573,050</b>
<b>General Fund Support</b>	1,628,968	1,520,736	1,653,774
<b>Net Operating Transfers In/(Out)</b>	(3,397)	(5,455)	(4,000)
<b>Fund Balance Decrease/(Increase)</b>	17,167	23,048	64,998
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>2,912,468</b>	<b>3,063,849</b>	<b>3,217,981</b>
<b>Program Staffing FTEs</b>	<b>42.75</b>	<b>44.25</b>	<b>43.25</b>



## Program Summary

**Department:** Juvenile Court  
**Program:** Court Support Services

### Function

The Court and Calendaring Services Program of the Court, Children, and Family Services Division provides timely, fair, effective, and efficient access and administration of justice through the provision of court case flow and workflow management, quality assurance of data, development and oversight of reports and records, and customer service in a manner that supports the mission, vision, and core values of Pima County Juvenile Court Center.

### Description of Services

Provide case flow and workflow management services including managing the master court calendar, initiating and tracking all dependency and delinquency cases. Record, maintain, and report all relevant statistical data. Maintain and destroy records in accordance with state retention schedules. Develop and present training opportunities. Provide support services required to manage and operate programs and facilitate the legal proceedings including court-wide administrative reception, public assistance, and switchboard services.

### Program Goals & Objectives

- Process all delinquency and dependency petitions
- Provide court-wide administrative reception, public assistance, and switchboard services
- Assist cases through the court system in an efficient manner to achieve compliance with time standards, state and federal law procedural and statutory requirements, regulations, mandates, and to meet state and federal grant funding agreements
- Schedule PPH in dependency cases within 5-7 business day as mandated by A.R.S. Section 8-824

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Dependency petitions processed	100%	100%	100%
Average days to PPH from removal of child	6	6	6
Delinquency petitions processed	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	948,187	672,490	810,153
Operating Expenses	270,819	182,145	142,265
<b>Total Program Expenditures</b>	<b>1,219,006</b>	<b>854,635</b>	<b>952,418</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Miscellaneous Revenue	363	-	-
<b>Operating Revenue Sub-Total</b>	<b>363</b>	<b>-</b>	<b>-</b>
<b>General Fund Support</b>	<b>1,218,643</b>	<b>854,635</b>	<b>952,418</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>1,219,006</b>	<b>854,635</b>	<b>952,418</b>

<b>Program Staffing FTEs</b>	<b>19.00</b>	<b>13.00</b>	<b>14.00</b>
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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

- Increase number of youth achieving goals of learning pro-social skill building
- Provide safety and security, educational services, food and medical care of detained youth
- Provide youth with positive reinforcement through supportive relationships with detention staff/personnel
- Increase number of youth learning new life skills
- Increase number of youth obtaining general education diploma (GED)
- Prepare youth for more successful outcomes upon leaving detention

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Youth achieving their GED/testing	12	8	12
Youth learning pro-social skill building	70%	55%	75%
Youth having supportive relationships with detention staff	65%	65%	50%
Youth reporting they have participated in goal setting	74%	72%	84%
Youth who believe they are capable of success (Transitioned from Kids at Hope)	69%	68%	70%
Youth who experienced evidence of their own self-efficacy by achieving a goal while in detention	68%	52%	65%
Youth who engaged in developing identity and initiative through goal setting while in detention	74%	72%	70%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	5,195,822	6,350,843	5,995,830
Operating Expenses	752,681	821,400	784,083
Capital Equipment > \$5,000	38,213	-	-
<b>Total Program Expenditures</b>	<b>5,986,716</b>	<b>7,172,243</b>	<b>6,779,913</b>

### Program Funding by Source

<b>Revenues</b>			
Intergovernmental	74,274	110,000	110,000
Miscellaneous Revenue	70	-	-
<b>Operating Revenue Sub-Total</b>	<b>74,344</b>	<b>110,000</b>	<b>110,000</b>
<b>General Fund Support</b>	<b>5,912,372</b>	<b>7,062,243</b>	<b>6,669,913</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Program Summary

Department: Juvenile Court  
Program: Detention Services

Total Program Funding	5,986,716	7,172,243	6,779,913
Program Staffing FTEs	121.00	106.25	103.25

## Program Summary

Department: Juvenile Court

Program: JU County Humanitarian Effort

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### Function

Effective fiscal year 2021/2022, the program is no longer active. The program summary is provided for information purposes.

Note: The Operation Stonegarden federal grant was the previous funding source to support this program.

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	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	-	-	-
Program Staffing FTEs	2.00	-	-

## Program Summary

**Department:** Juvenile Court

**Program:** Information Technology

**Function**

Effective fiscal year 2020/21, the program is no longer active. The program summary is provided for informational purposes.

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Investment Earnings	9	-	-
<b>Special Programs Revenue Sub-Total</b>	<b>9</b>	-	-
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	(9)	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Program Summary

**Department:** Juvenile Court  
**Program:** Judicial Services

### Function

Provide for a 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.

### Description of Services

Adjudicate all juvenile delinquency, dependency, severance, and adoption cases filed in Pima County.

### Program Goals & Objectives

- Comply with Federal Adoptions and Safe Families Act (ASFA) timelines in 100% of dependency cases (ASFA standard is 1 year)
- Comply with Juvenile Court Rules of Procedure Dependency adjudication timelines

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Average days from dependency petition filing to adjudication	65	67	68
Average days to permanency hearing	246	253	255

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	2,403,369	2,748,640	2,935,608
Operating Expenses	301,923	254,010	232,527
<b>Total Program Expenditures</b>	<b>2,705,292</b>	<b>3,002,650</b>	<b>3,168,135</b>
<b>General Fund Support</b>	2,705,292	3,002,650	3,168,135
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>2,705,292</b>	<b>3,002,650</b>	<b>3,168,135</b>

<b>Program Staffing FTEs</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>
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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

- Incentive to Intervention Ratio
- Victims satisfied with notification and service
- Probation cases with completed Case Plan

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Victim customer service satisfaction rating	92%	85%	85%
Probation cases with completed Case Plan	82%	80%	80%
Incentive to intervention ratio at 3 (meaning 3:1)	3	3	3

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	8,029,196	8,661,798	9,067,495
Operating Expenses	1,705,399	2,806,154	2,731,358
Capital Equipment > \$5,000	28,950	-	-
<b>Total Program Expenditures</b>	<b>9,763,545</b>	<b>11,467,952</b>	<b>11,798,853</b>

### Program Funding by Source

#### Revenues

Fines & Forfeits	2,342	-	-
Miscellaneous Revenue	106	-	-

#### Operating Revenue Sub-Total

	<b>2,448</b>	<b>-</b>	<b>-</b>
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Intergovernmental	3,950,823	5,265,586	5,361,536
Charges for Services	147,540	265,250	286,375
Fines & Forfeits	4,620	4,000	4,000
Investment Earnings	24,051	58,355	58,355
Miscellaneous Revenue	379	6,000	6,000

#### Special Programs Revenue Sub-Total

	<b>4,127,413</b>	<b>5,599,191</b>	<b>5,716,266</b>
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Intergovernmental	53,800	53,800	53,800
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<b>Grant Revenue Sub-Total</b>	<b>53,800</b>	<b>53,800</b>	<b>53,800</b>
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<b>General Fund Support</b>	5,542,332	5,920,683	6,168,446
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<b>Net Operating Transfers In/(Out)</b>	-	-	-
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## Program Summary

Department: Juvenile Court

Program: Probation Services

<b>Fund Balance Decrease/(Increase)</b>	37,552	(105,722)	(139,659)
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<u><u>9,763,545</u></u>	<u><u>11,467,952</u></u>	<u><u>11,798,853</u></u>
<b><u>Program Staffing FTEs</u></b>	<b>125.00</b>	<b>120.25</b>	<b>117.25</b>



## PUBLIC DEFENSE SERVICES

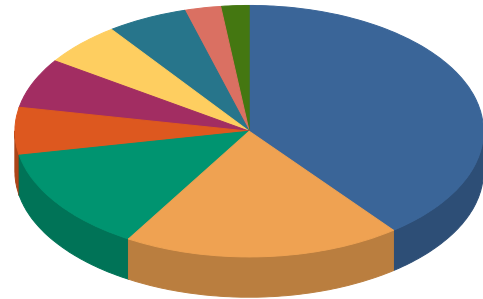
Expenses 41,034,277

Revenues 4,505,234

FTEs 312.05

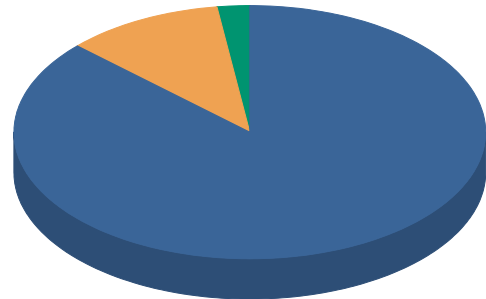
### Expenditures By Program

Public Defender	39.48%
Office of Court Appointed Counsel	19.19%
Legal Defender	13.23%
PDS-Grants	6.28%
Office of Children's Counsel	6.18%
Public Fiduciary	5.70%
Public Defense Services	5.52%
Legal Advocate	2.53%
Mental Health Defense	1.89%
Total:	100.00%



### Sources of All Funding

General Fund Support	86.85%
Department Revenue	10.91%
Fund Balance Support	2.24%
Total:	100.00%



### Function Statement:

Pima County established and funded Public Defense Services (PDS) in order to ensure that every person appointed by the courts is represented by a well-trained, skilled attorney. PDS is comprised of seven divisions: Public Defender; Legal Defender; Legal Advocate; Office of Court Appointed Counsel; Office of Children's Counsel; Mental Health Defender; and the Public Fiduciary. In this way, the County protects the rights afforded to its citizens by the Constitutions of the United States and the State of Arizona. This includes representation in Juvenile Court, the Consolidated Justice Courts, Superior Court, the Arizona Court of Appeals, the Arizona Supreme Court, and Federal Court (including the United States Supreme Court). The Office of Court Appointed Counsel (OCAC) contracts with attorneys to provide representation for people who are facing criminal offenses in the Superior and Justice Courts. OCAC also pays the invoices received from court-appointed private attorneys and related expenses. The Office of Children's Counsel provides representation in court proceedings for children in foster care and other out-of-home placements. The Mental Health Defender provides legal services for adults who have mental illnesses and are unwilling or unable to voluntarily participate in treatment. The Public Fiduciary provides conservator, guardian or personal representative services for appointed individuals.

### Mandates:

U.S. Constitution - 6th and 14th Amendments: Arizona Constitution - Article 2, Section 24: Arizona Revised Statutes - 8-114; 8-235; 8-451 through 471; 11-548(B)1 and 2; 11-581 through 588; 11; Title 12; Title 13; Title 14; 36-536; 36-545; and 36-3701: Arizona Rules of Criminal Procedure - Rules 6.1 through 6.7: Arizona Rules of Procedure for the Juvenile Court - Rules 10; 38; 40; 69; 70: ARS Title 14, Chapter 5, Article 6: Public Fiduciary

## Department Summary by Program

**Department: Public Defense Services**

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Legal Advocate	924,097	977,503	1,034,636
Legal Defender	4,614,617	4,863,199	5,426,905
Mental Health Defense	540,057	571,022	774,131
Office of Children's Counsel	2,057,374	2,237,324	2,537,418
Office of Court Appointed Counsel	7,649,724	5,224,197	7,874,050
PDS-Grants	157,862	1,624,288	2,577,656
Public Defender	13,902,953	14,825,938	16,206,663
Public Defense Services	987,015	2,176,247	2,262,426
Public Fiduciary	2,109,180	2,171,673	2,340,392
<b>Total Expenditures</b>	<b><u>32,942,879</u></b>	<b><u>34,671,391</u></b>	<b><u>41,034,277</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Legal Advocate	2,690	2,515	3,015
Legal Defender	24,041	21,800	22,640
Office of Children's Counsel	4,288	3,600	4,880
Office of Court Appointed Counsel	914,899	863,100	863,100
PDS-Grants	194,711	1,786,717	2,818,379
Public Defender	171,341	74,150	80,190
Public Defense Services	263,141	263,030	263,030
Public Fiduciary	572,590	450,000	450,000
<b>Total Revenues</b>	<b><u>2,147,701</u></b>	<b><u>3,464,912</u></b>	<b><u>4,505,234</u></b>
General Fund Support	31,137,523	30,448,568	35,849,926
Net Operating Transfers In/(Out)	(13,415)	(162,429)	(245,185)
Fund Balance Decrease/(Increase)	(328,930)	920,340	924,302
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>32,942,879</u></b>	<b><u>34,671,391</u></b>	<b><u>41,034,277</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Legal Advocate	8.94	8.80	9.00
Legal Defender	48.00	48.25	49.75
Mental Health Defense	6.00	6.00	7.00
Office of Children's Counsel	24.25	25.75	25.75
Office of Court Appointed Counsel	8.00	8.00	8.00
PDS-Grants	17.00	20.00	20.00
Public Defender	152.86	155.34	155.55
Public Defense Services	9.00	9.00	9.00

Department Summary by Program

Public Fiduciary	28.00	28.00	28.00
<b>Total Staffing (FTEs)</b>	<b>302.05</b>	<b>309.14</b>	<b>312.05</b>

## Program Summary

**Department:** Public Defense Services

**Program:** Legal Advocate

### 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. Provide the highest quality legal representation by recruiting and retaining the most qualified and productive employees through a competitive pay plan, rewarding work environment, and comprehensive training opportunities.

### Program Goals & Objectives

- Maintain attorney retention rate of at least 90%
- Provide quality legal representation to new indigent cases, in both felony and probation cases

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Attorney retention rate	100%	100%	100%
Felony cases appointed	288	297	297
Probation cases appointed	14	20	20

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	817,983	831,243	935,831
Operating Expenses	106,114	146,260	98,805
<b>Total Program Expenditures</b>	<b>924,097</b>	<b>977,503</b>	<b>1,034,636</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Intergovernmental	564	1,000	1,000
<b>Operating Revenue Sub-Total</b>	<b>564</b>	<b>1,000</b>	<b>1,000</b>
Intergovernmental	2,107	1,500	2,000
Investment Earnings	19	15	15
<b>Special Programs Revenue Sub-Total</b>	<b>2,126</b>	<b>1,515</b>	<b>2,015</b>
<b>General Fund Support</b>	923,057	974,243	1,031,376
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	(1,650)	745	245
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>924,097</b>	<b>977,503</b>	<b>1,034,636</b>
<b>Program Staffing FTEs</b>	<b>8.94</b>	<b>8.80</b>	<b>9.00</b>

## 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. Represent parents in dependency and severance cases and court proceedings for children in foster care and other out-of-home placements. Provide the highest quality legal representation by recruiting and retaining the most qualified and productive employees through a competitive pay plan, rewarding work environment, and comprehensive training opportunities.

### Program Goals & Objectives

- Provide quality legal representation to indigent citizens charged with felonies, and represent parents in: felony cases; probation cases; appeals; Post Conviction Relief Petition (Rule 32) cases; and dependency cases
- Maintain attorney retention rate of at least 90%

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Attorney retention rate	93%	90%	90%
Felony cases appointed	1,855	1,939	1,939
Probation cases appointed	324	421	421
Appeal cases appointed	12	10	10
Post Conviction Relief Petition (Rule 32) cases appointed	103	112	112
Dependency cases appointed	575	534	534

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	4,162,886	4,285,396	4,812,646
Operating Expenses	451,731	577,803	614,259
<b>Total Program Expenditures</b>	<b>4,614,617</b>	<b>4,863,199</b>	<b>5,426,905</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Intergovernmental	7,988	9,500	10,340
Miscellaneous Revenue	45	100	100
<b>Operating Revenue Sub-Total</b>	<b>8,033</b>	<b>9,600</b>	<b>10,440</b>
Intergovernmental	15,585	12,000	12,000
Investment Earnings	423	100	100
Miscellaneous Revenue	-	100	100
<b>Special Programs Revenue Sub-Total</b>	<b>16,008</b>	<b>12,200</b>	<b>12,200</b>
<b>General Fund Support</b>	<b>4,603,874</b>	<b>4,837,124</b>	<b>5,399,990</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(13,298)</b>	<b>4,275</b>	<b>4,275</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Program Summary

Department: Public Defense Services

Program: Legal Defender

Total Program Funding	4,614,617	4,863,199	5,426,905
Program Staffing FTEs	48.00	48.25	49.75

## 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, danger to others, persistently or acutely disabled or gravely disabled, 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 (DTS); danger to others (DTO); persistently or acutely disabled (PAD); or gravely disabled (GD). Work in the best interests of the patients and work with the Court and treatment facilities to recommend necessary services when available. Also, provide representation for all individuals petitioned for guardianship by Public Fiduciary and serves as guardians ad litem to adults needing assistance understanding court proceedings.

### Program Goals & Objectives

- Maintain attorney retention rate of at least 90%
- Provide quality legal representation to Title 36 clients in Pima County in cases which are initiated by emergency application or involuntary application, non-emergent, or pre-petition screening (Court ordered mental health proceedings (Title 36) appointed)

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Attorney retention rate	100%	100%	100%
Court ordered mental health proceedings (Title 36) appointed	3,770	3,640	3,640

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	496,003	511,491	686,157
Operating Expenses	44,054	59,531	87,974
<b>Total Program Expenditures</b>	<b>540,057</b>	<b>571,022</b>	<b>774,131</b>
<b>General Fund Support</b>	540,057	571,022	774,131
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>540,057</b>	<b>571,022</b>	<b>774,131</b>

<b>Program Staffing FTEs</b>	<b>6.00</b>	<b>6.00</b>	<b>7.00</b>
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## 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 Attorneys 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.

### Program Goals & Objectives

- Maintain attorney retention rate of at least 90%
- Provide quality representation to eligible children in dependency and severance cases

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Attorney retention rate	85%	85%	90%
Juvenile dependency and severance cases appointed	922	886	886

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,859,804	1,977,963	2,218,516
Operating Expenses	197,570	259,361	318,902
<b>Total Program Expenditures</b>	<b>2,057,374</b>	<b>2,237,324</b>	<b>2,537,418</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Intergovernmental	-	3,400	4,680
Miscellaneous Revenue	4,288	200	200
<b>Operating Revenue Sub-Total</b>	<b>4,288</b>	<b>3,600</b>	<b>4,880</b>
<b>General Fund Support</b>	2,053,086	2,233,724	2,532,538
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>2,057,374</b>	<b>2,237,324</b>	<b>2,537,418</b>

<b>Program Staffing FTEs</b>	<b>24.25</b>	<b>25.75</b>	<b>25.75</b>
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## 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; and guardianship and witness representation. Provide representation in 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.

### Program Goals & Objectives

- Ensure that appropriate office (Public Defender, Legal Defender, Legal Advocate, Office of Children's Counsel) or contract attorney is appointed to represent qualifying defendants at all levels of representation in the juvenile and criminal justice area, to include: felony; first degree murder; death penalty proceedings; dependency and severance proceedings; misdemeanor; probation; appeals; Post Conviction Relief Petition (Rule 32); Dependency/Guardian ad Litem (GAL)/severance; juvenile delinquency; and death penalty Rule 32 cases

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
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%
Felony cases appointed to contract counsel	818	1,690	1,690
Misdemeanor cases appointed to contract counsel	1,330	1,208	1,208
Probation cases appointed to contract counsel	415	402	402
Appeal cases appointed to contract counsel	5	31	31
Post Conviction Relief Petition (Rule 32) cases appointed to contract counsel	82	125	125
Dependency/Guardian Ad Litem/severance cases appointed to contract counsel	2,098	2,209	2,209
Juvenile delinquency cases appointed to contract counsel	197	222	222
Death penalty cases appointed	0	1	1
Death penalty appeal cases appointed to contract counsel	0	0	0
Death penalty Rule 32 cases appointed to contract counsel	7	8	8

## Program Summary

Department: Public Defense Services

Program: Office of Court Appointed Counsel

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	495,499	506,597	542,474
Operating Expenses	7,154,225	4,717,600	7,331,576
<b>Total Program Expenditures</b>	<b>7,649,724</b>	<b>5,224,197</b>	<b>7,874,050</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	16,840	3,000	3,000
Charges for Services	889,049	860,000	859,400
Miscellaneous Revenue	9,010	100	700
<b>Operating Revenue Sub-Total</b>	<b>914,899</b>	<b>863,100</b>	<b>863,100</b>
<b>General Fund Support</b>	<b>6,734,825</b>	<b>4,361,097</b>	<b>7,010,950</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>7,649,724</b>	<b>5,224,197</b>	<b>7,874,050</b>
<b><u>Program Staffing FTEs</u></b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>

## Program Summary

**Department: Public Defense Services**

**Program: PDS-Grants**

### Function

Ensure reasonable efforts are made to prevent removal of children from their families by the Department of Child Safety, and finalize the permanency plan. Ensure parents and youth are engaged in and complying with dependency case plans.

### Description of Services

Provide supplement and not supplant existing funding for parent and/or child representation through expanding, enhancing, or developing initiatives such as, but not limited to: hiring and/or contracting with social workers; establishing models that bring together attorneys, social workers, and parent advocates to form interdisciplinary representation teams; implementing a Parent Navigator Program; increasing rates for dependency contract attorneys; meeting timeframes mandated by the Arizona Revised Statutes, Title 8, Chapter 4, Articles 4, 5, 8, 9, 10 and 11, as well as all applicable Court Rules; enhancing representation through training and education; improving the ability of attorneys to manage their dependency case load; and improving attorney-client ratios.

### Program Goals & Objectives

- Meet all mandated annual reporting requirements
- Meet all mandated quarterly reporting requirements
- Hold regular meetings with program management
- Increase PDS efficiencies by reviewing policies, consolidating resources, and ensuring compliance

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Mandated Certificate of Expenditures completed quarterly	4	4	4
Mandated Annual Progress Report completed	yes	yes	yes
Procedures reviewed to increase efficiency	yes	yes	yes
Hold regular meetings with program management	yes	yes	yes

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	148,105	1,308,109	1,513,917
Operating Expenses	9,757	316,179	1,063,739
<b>Total Program Expenditures</b>	<b>157,862</b>	<b>1,624,288</b>	<b>2,577,656</b>

<b>Program Funding by Source</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Revenues</b>			
Intergovernmental	171,387	1,786,717	2,818,379
Investment Earnings	23,324	-	-
<b>Grant Revenue Sub-Total</b>	<b>194,711</b>	<b>1,786,717</b>	<b>2,818,379</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	(13,415)	(162,429)	(245,185)
<b>Fund Balance Decrease/(Increase)</b>	(23,434)	-	4,462
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>157,862</b>	<b>1,624,288</b>	<b>2,577,656</b>

<b>Program Staffing FTEs</b>	<b>17.00</b>	<b>20.00</b>	<b>20.00</b>
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## Program Summary

**Department: Public Defense Services**

**Program: Public Defender**

### Function

Provide quality legal representation for defendants entitled to court appointed counsel.

### Description of Services

Represent adults charged with felonies and misdemeanors. Handle post conviction relief matters and probation revocation cases. Represent juveniles charged with delinquencies and those facing transfer to adult court. Represent parents in dependency and severance cases and court proceedings for children in foster care and other out-of-home placements. Provide the highest quality legal representation by recruiting and retaining the most qualified and productive employees through a competitive pay plan, rewarding work environment, and comprehensive training opportunities.

### Program Goals & Objectives

- Maintain attorney retention rate of at least 90%
- Provide quality legal representation to indigent citizens charged with felonies and represent parents in dependency cases for the following: felony cases; probation cases; appeal cases; juvenile delinquency cases; dependency cases; Post Conviction Relief Petition (Rule 32) cases; misdemeanor cases; and death penalty cases

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Attorney retention rate	95%	90%	90%
Felony cases appointed	6,132	7,112	7,112
Probation cases appointed	1,270	1,768	1,768
Appeal cases appointed	14	31	31
Juvenile delinquency cases appointed	542	665	665
Dependency cases appointed	497	570	570
Post Conviction Relief Petition (Rule 32) cases appointed	31	27	27
Misdemeanor cases appointed	442	606	606
Death penalty cases active	0	1	1

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	12,361,385	12,894,734	14,402,575
Operating Expenses	1,541,568	1,931,204	1,804,088
<b>Total Program Expenditures</b>	<b>13,902,953</b>	<b>14,825,938</b>	<b>16,206,663</b>

### Program Funding by Source

<b>Revenues</b>			
Intergovernmental	109,751	28,000	34,040
Miscellaneous Revenue	1,524	700	700
<b>Operating Revenue Sub-Total</b>	<b>111,275</b>	<b>28,700</b>	<b>34,740</b>
Intergovernmental	58,789	45,000	45,000
Investment Earnings	795	250	250
Miscellaneous Revenue	482	200	200
<b>Special Programs Revenue Sub-Total</b>	<b>60,066</b>	<b>45,450</b>	<b>45,450</b>
<b>General Fund Support</b>	<b>13,785,587</b>	<b>14,744,538</b>	<b>16,119,223</b>

## Program Summary

Department: Public Defense Services

Program: Public Defender

Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(53,975)	7,250	7,250
Other Funding Sources	-	-	-
Total Program Funding	<u>13,902,953</u>	<u>14,825,938</u>	<u>16,206,663</u>
Program Staffing FTEs	152.86	155.34	155.55

## Program Summary

**Department:** Public Defense Services

**Program:** Public Defense Services

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### Function

Ensure quality legal representation for 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, Consolidated Justice Courts, the Arizona Court of Appeals, Arizona Supreme Court and, in certain circumstances, the Federal courts. Provide contract attorneys for legal representation of defendants charged with criminal offenses in Superior Court, Juvenile Court, and the Consolidated Justice Courts. Represent children and parents 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.

### Program Goals & Objectives

- Maintain reasonable cost per case in: felony (including probation) cases; death penalty cases; Post Conviction Relief Petition (Rule 32) cases; Death penalty post conviction cases; juvenile delinquency cases; dependency cases; mental health cases; and misdemeanors cases
  - Meet all mandated reporting requirements
  - Increase PDS efficiencies by reviewing policies, consolidating resources and ensuring compliance
  - Hold regular meetings with program management
- 

Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
Annual mandated reports completed per ARS 12-117	yes	yes	yes
Procedures reviewed to increase efficiency	yes	yes	yes
Hold regular meetings with program management	yes	yes	yes
Felony (including probation) average PDS cost per case	1,452	1,496	1,496
Post-conviction PDS average cost per case	12,229	12,596	12,596
Juvenile delinquency PDS average cost per case	1,736	1,788	1,788
Dependency PDS average cost per case	1,736	1,324	1,324
Mental health PDS average cost per case	175	180	180
Misdemeanors PDS average cost per case	475	489	489

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## Program Summary

Department: Public Defense Services

Program: Public Defense Services

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	904,378	946,738	985,453
Operating Expenses	82,637	1,229,509	1,276,973
<b>Total Program Expenditures</b>	<b>987,015</b>	<b>2,176,247</b>	<b>2,262,426</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	20,832	15,000	15,000
Miscellaneous Revenue	-	30	30
<b>Operating Revenue Sub-Total</b>	<b>20,832</b>	<b>15,030</b>	<b>15,030</b>
Intergovernmental	234,442	245,000	245,000
Investment Earnings	7,867	3,000	3,000
<b>Special Programs Revenue Sub-Total</b>	<b>242,309</b>	<b>248,000</b>	<b>248,000</b>
<b>General Fund Support</b>	<b>960,447</b>	<b>1,005,147</b>	<b>1,091,326</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(236,573)</b>	<b>908,070</b>	<b>908,070</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>987,015</b>	<b>2,176,247</b>	<b>2,262,426</b>
<b><u>Program Staffing FTEs</u></b>	<b>9.00</b>	<b>9.00</b>	<b>9.00</b>

## Program Summary

**Department:** Public Defense Services

**Program:** Public Fiduciary

### Function

Accept Superior Court appointment to serve as conservator, guardian, and/or personal representative for decedent probates, where there is no person or corporation qualified or willing to act.

### Description of Services

Respond to inquiries from the public, receive and investigate referrals, determine eligibility for services, gather information and determine if adjudication proceedings are warranted, locate family and/or friends of proposed wards, protected persons and decedents. Upon appointment, ensure that wards and protected persons reside in the least restrictive environment available, protect and manage wards and protected persons assets, income and disbursements, seek income supplements, and investigate the availability of public benefits on behalf of wards and protected persons. Monitor care and medical treatment of wards. File mandatory reports with the Court. Maintain or liquidate estate assets.

### Program Goals & Objectives

- Develop client budgets within 90-days of appointment as conservator and file with the Court
- File Annual Guardianship Reports and Conservator Account Forms to Superior Court as scheduled
- Process case investigations regarding guardianship, conservatorship and decedent probate referrals within 30-days of receipt of all documents
- Complete a detailed inventory of assets and file the inventory report to the Court within 90-days of appointment on conservatorship and decedent probate appointments

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Probate investigations initiated and processed within 30-days of receipt of referral	95%	100%	100%
Annual reports to Superior Court filed on time	100%	100%	100%
Client budgets developed within 90-days of court appointment	100%	100%	100%
Inventories filed with Superior Court within 90-days of appointment	100%	100%	100%

<b>Program Expenditures by Object</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
Personnel Services	1,868,326	1,943,696	2,101,651
Operating Expenses	240,854	227,977	238,741
<b>Total Program Expenditures</b>	<b>2,109,180</b>	<b>2,171,673</b>	<b>2,340,392</b>

### Program Funding by Source

<b>Revenues</b>			
Charges for Services	572,590	450,000	450,000
<b>Operating Revenue Sub-Total</b>	<b>572,590</b>	<b>450,000</b>	<b>450,000</b>
<b>General Fund Support</b>	1,536,590	1,721,673	1,890,392
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>2,109,180</b>	<b>2,171,673</b>	<b>2,340,392</b>

<b>Program Staffing FTEs</b>	<b>28.00</b>	<b>28.00</b>	<b>28.00</b>
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## SHERIFF

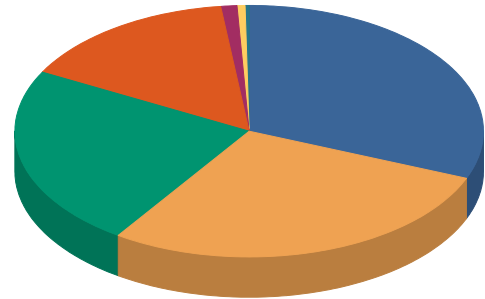
**Expenses**     162,475,107

**Revenues**     15,316,345

**FTEs**     1,474.50

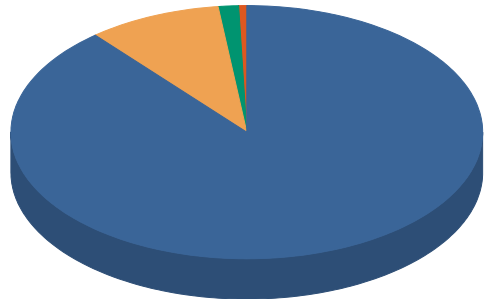
### Expenditures By Program

■ Corrections	31.22%
■ Operations	28.21%
■ Administrative	23.39%
■ Investigations	15.16%
■ Forfeitures	1.14%
■ High Intensity Drug Trafficking Area - HIDTA	0.62%
■ Support Services Division	0.26%
Total:	100.00%



### Sources of All Funding

■ General Fund Support	88.78%
■ Department Revenue	9.32%
■ Operating Transfers In	1.36%
■ Fund Balance Support	0.54%
Total:	100.00%



#### Function Statement:

To work in partnership with the Pima County community and surrounding agencies to provide effective and professional public safety services with integrity, honor, and compassion.

#### Mandates:

ARS Title 11 Chapter 3 Article 2; ARS Title 13 - Criminal Code; ARS Title 31- Prisons and Prisoners

## Department Summary by Program

**Department: Sheriff**

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Administrative	30,552,293	33,181,483	37,990,609
Corrections	49,865,307	47,607,825	50,734,851
Forfeitures	93,510	1,720,000	1,850,000
High Intensity Drug Trafficking Area - HIDTA	655,131	944,336	1,001,034
Investigations	28,435,616	26,750,223	24,642,029
Operations	50,944,551	41,960,177	45,826,584
Support Services Division	416,761	405,000	430,000
<b>Total Expenditures</b>	<b><u>160,963,169</u></b>	<b><u>152,569,044</u></b>	<b><u>162,475,107</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Administrative	480,947	676,322	574,233
Corrections	11,980,453	10,732,779	9,819,386
Forfeitures	2,799	100,000	100,000
High Intensity Drug Trafficking Area - HIDTA	652,977	944,336	975,517
Investigations	1,424,104	2,317,151	1,243,338
Operations	2,137,867	2,063,409	1,603,871
Support Services Division	1,051,020	885,000	1,000,000
<b>Total Revenues</b>	<b><u>17,730,167</u></b>	<b><u>17,718,997</u></b>	<b><u>15,316,345</u></b>
General Fund Support	145,861,947	133,826,927	145,940,002
Net Operating Transfers In/(Out)	(561,589)	(420,000)	335,500
Fund Balance Decrease/(Increase)	(2,067,356)	1,443,120	883,260
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>160,963,169</u></b>	<b><u>152,569,044</u></b>	<b><u>162,475,107</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administrative	296.00	302.00	310.00
Corrections	554.50	553.75	557.00
High Intensity Drug Trafficking Area - HIDTA	10.00	10.00	10.00
Investigations	257.00	257.00	240.00
Operations	339.75	341.75	357.50
<b>Total Staffing (FTEs)</b>	<b><u>1,457.25</u></b>	<b><u>1,464.50</u></b>	<b><u>1,474.50</u></b>

# Program Summary

**Department:** Sheriff

**Program:** Administrative

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## Function

Provide executive, administrative, and support services to uphold and maintain the Pima County Sheriff's Department (PCSD) mission.

## Description of Services

Provide a comprehensive menu of executive, administrative, technical, investigative, and other services in support of the PCSD mission. Provide executive leadership, direction, and vision to uphold the PCSD mission and objectives. Compile, process, and analyze financial transactions including accounts payable, payroll, travel, 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, 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 Occupational Safety and Health Administration rules. 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. Review and redact videos and images captured by the body-worn cameras. Responsible for conducting and coordinating all investigations authorized by the Sheriff, including citizen complaints, breach of personal integrity by department members, personal harassment, threats, false accusations, and internal security. Maintain necessary investigative files to facilitate its operation. Review internal control procedures for department sections and units.

## Program Goals & Objectives

- Successfully pass annual record audits by the Federal Bureau of Investigation, and Arizona Department of Public Safety
  - Maintain and support the department's law enforcement records management and retrieval systems, which provide 24 hour access to criminal justice information
  - 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
  - Enter arrest warrant data within the following time lines: felony warrants and Court orders within six hours of receipt, misdemeanor warrants within seven days of receipt
  - Maintain 24 hours per day, 7 days per week interface to the Arizona Criminal Justice Information System (ACJIS), while fully complying with the most current ACJIS security policy
  - 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
  - Dispatch all priority-one calls within two minute of receipt, and all other calls as soon as field resources are available
-

## Program Summary

**Department: Sheriff**

**Program: Administrative**

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Communications logged calls for service (PCSD & Sahuarita Police Department)	125,032	125,500	125,500
9-1-1 calls served	208,796	209,900	211,000
Average pre-dispatch time on priority one calls (in seconds)	35	33	33
Average elapsed time for felony warrant entry (in hours)	6	6	6
ACJIS transactions completed	22,721	24,000	24,000
10 minute warrant confirmations	6,598	7,200	7,200
Achieve a low risk rating from state and federal audits	yes	yes	yes
Access allowed to law enforcement database (24/7)	yes	yes	yes
Telephone services to all Sheriff Department facilities (24/7)	yes	yes	yes
Telephone service availability	100%	100%	100%
Access to Spillman Law Enforcement Database	100%	100%	100%
Civil enforcement protection orders/injunctions served	2,663	2,880	2,772
Civil enforcement tax revenue in dollars	3,200,731	3,338,974	3,239,948
Civil enforcement civil process revenue in dollars	3,402,478	1,910,277	2,656,377
Records section public records requests fulfilled	20,878	30,878	32,000
Extraditions/prisoner transports	1,581	810	810
Victims rights notifications	3,834	4,200	4,200
	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	19,433,201	23,855,615	24,766,416
Operating Expenses	10,974,254	9,305,868	13,204,193
Capital Equipment > \$5,000	144,838	20,000	20,000
<b>Total Program Expenditures</b>	<b>30,552,293</b>	<b>33,181,483</b>	<b>37,990,609</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Charges for Services	266,880	266,878	306,910
Fines & Forfeits	9,744	10,000	10,000
Investment Earnings	481	-	-
Miscellaneous Revenue	113,541	65,000	50,000
<b>Operating Revenue Sub-Total</b>	<b>390,646</b>	<b>341,878</b>	<b>366,910</b>
Intergovernmental	90,301	334,444	207,323
<b>Grant Revenue Sub-Total</b>	<b>90,301</b>	<b>334,444</b>	<b>207,323</b>
<b>General Fund Support</b>	30,144,907	32,769,161	37,838,968
<b>Net Operating Transfers In/(Out)</b>	(75,064)	(264,000)	(422,500)
<b>Fund Balance Decrease/(Increase)</b>	1,503	-	(92)
<b>Other Funding Sources</b>	-	-	-

## Program Summary

Department: Sheriff  
Program: Administrative

Total Program Funding	30,552,293	33,181,483	37,990,609
Program Staffing FTEs	296.00	302.00	310.00

## Program Summary

**Department:** Sheriff

**Program:** Corrections

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### Function

Corrections provides 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, construction coordination, judicial security, inmate due process, and transportation to court, and to Arizona Department of Correction facilities. Provide intelligence information gathering, administrative segregation, booking and intake identification, home detention, inmate religious and educational programs, and inmate classification. Maintain medical services section, including detox management, infirmary and clinic, 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. Compile and submit the required data for reimbursement from the Social Security Administration (SSA).

### Program Goals & Objectives

- Prevent suicides of individuals in custody
  - Ensure no inmate escapes
  - Provide necessary and timely medical evaluation and care to inmates
  - 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
- 

Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
Inmates booked	17,419	25,056	23,900
Average daily inmate population	1,531	1,617	1,571
Inmate Court transports	2,167	13,343	10,779
Escapes (not failures to return)	0	1	1
Serious injuries to staff	4	9	9
Suicides	1	3	3
Erroneous releases	3	2	2
Failure to release (cases)	4	2	2

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## Program Summary

Department: Sheriff  
Program: Corrections

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	41,802,211	38,683,436	40,363,078
Operating Expenses	7,942,228	7,824,389	9,671,773
Capital Equipment > \$5,000	120,868	1,100,000	700,000
<b>Total Program Expenditures</b>	<b>49,865,307</b>	<b>47,607,825</b>	<b>50,734,851</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	707,876	965,000	250,000
Charges for Services	7,666,992	6,905,000	6,908,000
Miscellaneous Revenue	22,982	40,000	40,000
<b>Operating Revenue Sub-Total</b>	<b>8,397,850</b>	<b>7,910,000</b>	<b>7,198,000</b>
Intergovernmental	342,721	350,000	350,000
Charges for Services	2,976,928	2,210,000	2,010,000
Fines & Forfeits	6,450	-	-
Investment Earnings	33,104	37,000	29,000
Miscellaneous Revenue	33,479	25,000	25,000
<b>Special Programs Revenue Sub-Total</b>	<b>3,392,682</b>	<b>2,622,000</b>	<b>2,414,000</b>
Intergovernmental	189,921	200,779	207,386
<b>Grant Revenue Sub-Total</b>	<b>189,921</b>	<b>200,779</b>	<b>207,386</b>
<b>General Fund Support</b>	40,205,882	37,162,441	41,223,349
<b>Net Operating Transfers In/(Out)</b>	(150,734)	(120,000)	(1,072,000)
<b>Fund Balance Decrease/(Increase)</b>	(2,170,294)	(167,395)	764,116
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>49,865,307</b>	<b>47,607,825</b>	<b>50,734,851</b>
<b><u>Program Staffing FTEs</u></b>	<b>554.50</b>	<b>553.75</b>	<b>557.00</b>

## Program Summary

**Department:** Sheriff  
**Program:** Forfeitures

### Function

Enhance law enforcement and public safety services through State and Federal forfeiture proceeds.

### Description of Services

Receive allocations of anti-racketeering monies from the State and various federal agencies as ordered by the Courts. (Note: Anti-racketeering monies are deposited in the County Attorney's Anti-Racketeering Revolving Fund, where they are recorded and tracked in different sub-accounts. Expenditures incurred by the Sheriff's Department are reimbursed from these sub-accounts after the charges are reviewed by the County Attorney's Office. For information purposes only, this summary shows the operating transfer from the County Attorney's sub-account.)

### Program Goals & Objectives

- Enhance law enforcement and public safety services through the use of forfeiture proceeds

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Operating Expenses	39,494	950,000	950,000
Capital Equipment > \$5,000	54,016	770,000	900,000
<b>Total Program Expenditures</b>	<b>93,510</b>	<b>1,720,000</b>	<b>1,850,000</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	-	100,000	100,000
Investment Earnings	19	-	-
Miscellaneous Revenue	2,780	-	-
<b>Special Programs Revenue Sub-Total</b>	<b>2,799</b>	<b>100,000</b>	<b>100,000</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	1,750,000
<b>Fund Balance Decrease/(Increase)</b>	90,711	1,620,000	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>93,510</b>	<b>1,720,000</b>	<b>1,850,000</b>



## Program Summary

**Department:** Sheriff

**Program:** High Intensity Drug Trafficking Area - 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**

- Use HIDTA funds to pay for salaries, overtime, law enforcement equipment, and other investigative costs to combat drug trafficking in the southwest border areas
- 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

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	617,111	834,336	933,034
Operating Expenses	38,020	110,000	68,000
<b>Total Program Expenditures</b>	<b>655,131</b>	<b>944,336</b>	<b>1,001,034</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	652,977	944,336	975,517
<b>Grant Revenue Sub-Total</b>	<b>652,977</b>	<b>944,336</b>	<b>975,517</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	2,154	-	25,517
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>655,131</b>	<b>944,336</b>	<b>1,001,034</b>
<b><u>Program Staffing FTEs</u></b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>

# Program Summary

**Department:** Sheriff

**Program:** Investigations

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## Function

Provide criminal investigations, narcotics and special investigations, and other technical support functions for the Pima County Sheriff's Department (PCSD).

## 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, cold case homicide, robbery/assault, Fugitive Investigations Strike Team (FIST), domestic violence, mental health support team, night detectives, burglary, community problems, crimes against children, sex crimes, auto theft, arson, fraud, narcotics, border interdiction, financial investigations, critical incidents, and other economic crimes.

Coordinate and serve as liaison with other local, state, and federal groups and agencies to plan for and manage emergencies. 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 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. 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. Serve or return to the court common legal process (summons, subpoena, citation, order, notice, etc.) that is received by the PCSD for service. Collect delinquent tax or clear delinquent tax warrants issued to the PCSD for collection. 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. Administer document transfer and retention schedules. Submit Uniform Crime Reports to the Arizona Department of Public Safety (AZ DPS). 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.

## Program Goals & Objectives

- Continue to improve automated processes to compile, analyze, and store evidentiary items and data
  - Provide investigative services and support to the department and Pima County
  - Improve calendar year clearance rates for violent, economic, and narcotics/special investigations crimes
  - Provide crime scene processing and evidence gathering 24 hours a day, 7 days a week
  - Provide timely customer service to internal and external clients
- 

Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
Clearance rate - violent crimes	61%	63%	65%
Clearance rate - property crimes	54%	48%	50%
Clearance rate - special investigations	99%	93%	93%

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## Program Summary

Department: Sheriff

Program: Investigations

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	25,110,909	21,371,100	21,835,915
Operating Expenses	3,195,757	4,979,123	2,706,114
Capital Equipment > \$5,000	128,950	400,000	100,000
<b>Total Program Expenditures</b>	<b>28,435,616</b>	<b>26,750,223</b>	<b>24,642,029</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Licenses & Permits	17,055	20,000	18,000
Intergovernmental	24,459	50,000	50,000
Charges for Services	68,494	110,000	93,000
Investment Earnings	676	-	-
Miscellaneous Revenue	216,268	60,000	110,000
<b>Operating Revenue Sub-Total</b>	<b>326,952</b>	<b>240,000</b>	<b>271,000</b>
Intergovernmental	1,097,152	2,077,151	972,338
<b>Grant Revenue Sub-Total</b>	<b>1,097,152</b>	<b>2,077,151</b>	<b>972,338</b>
<b>General Fund Support</b>	26,986,468	24,373,072	23,330,761
<b>Net Operating Transfers In/(Out)</b>	66,619	60,000	60,000
<b>Fund Balance Decrease/(Increase)</b>	(41,575)	-	7,930
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>28,435,616</b>	<b>26,750,223</b>	<b>24,642,029</b>
<b><u>Program Staffing FTEs</u></b>	<b>257.00</b>	<b>257.00</b>	<b>240.00</b>

## Program Summary

**Department:** Sheriff

**Program:** Operations

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### 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. Work with community partners to improve interaction with the service population, identify problem areas, and respond accordingly. Provide specially trained deputies for specialized response such as; Motorcycle Enforcement, Traffic Investigations, Driving Under the Influence of alcohol or drugs, Search and Rescue, School Resource, Air Unit, Bomb Squad, Canine, Hostage Negotiations, and Special Weapons and Tactics.

### Program Goals & Objectives

- Enforce Arizona State laws and Pima County ordinances
  - Provide specialized law enforcement support and services to unincorporated Pima County
  - Investigate traffic incidents
  - Answer emergency and non-emergency calls for services from the public as quickly as possible
  - Conduct proactive patrols 24 hours a day, 7 days a week
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Patrol Division - Calls for service	115,179	123,975	128,000
Patrol Division - Arrests	6,034	5,613	6,000
Patrol Division - On-site calls	7,683	8,067	8,500
Patrol Division - Response time in minutes (metro)	3	3	3
Patrol Division - Response time in minutes (Countywide)	4	4	4
Special Operations Section - Calls for service	5,668	6,000	6,000
Special Operations Section - Arrests	950	900	900
Special Operations Section - On-Site calls	1,294	1,200	1,200
Tactical Response Section - Calls for service	2,108	2,261	2,300
Tactical Response Section - Arrests	160	125	145
Tactical Response Section - On Site Calls	265	220	250
Tactical Response Section - Air Unit Flights	1,013	1,200	1,800
Tactical Response Section - Air Unit Flight Hours	1,541	2,000	2,000

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## Program Summary

Department: Sheriff  
Program: Operations

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	42,594,296	33,869,298	37,210,139
Operating Expenses	7,881,224	7,860,879	8,236,445
Capital Equipment > \$5,000	469,031	230,000	380,000
<b>Total Program Expenditures</b>	<b>50,944,551</b>	<b>41,960,177</b>	<b>45,826,584</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	314,972	-	700,000
Charges for Services	1,461	-	-
Fines & Forfeits	2,825	3,000	3,000
Miscellaneous Revenue	17,133	-	-
<b>Operating Revenue Sub-Total</b>	<b>336,391</b>	<b>3,000</b>	<b>703,000</b>
Intergovernmental	736,599	641,932	339,871
Investment Earnings	3,462	-	-
Miscellaneous Revenue	34,099	40,000	20,000
<b>Special Programs Revenue Sub-Total</b>	<b>774,160</b>	<b>681,932</b>	<b>359,871</b>
Intergovernmental	1,027,316	1,378,477	541,000
<b>Grant Revenue Sub-Total</b>	<b>1,027,316</b>	<b>1,378,477</b>	<b>541,000</b>
<b>General Fund Support</b>	48,663,737	39,632,253	43,716,924
<b>Net Operating Transfers In/(Out)</b>	79,776	264,000	420,000
<b>Fund Balance Decrease/(Increase)</b>	63,171	515	85,789
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>50,944,551</b>	<b>41,960,177</b>	<b>45,826,584</b>
<b><u>Program Staffing FTEs</u></b>	<b>339.75</b>	<b>341.75</b>	<b>357.50</b>

## Program Summary

**Department:** Sheriff

**Program:** Support Services Division

### Function

Account and process the receipts and expenditures to impound in accordance with Arizona State Laws. Arizona Revised Statutes Title 28-3511 to 28-3515.

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Operating Expenses	416,761	405,000	430,000
<b>Total Program Expenditures</b>	<b>416,761</b>	<b>405,000</b>	<b>430,000</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Charges for Services	137,023	110,000	170,000
Miscellaneous Revenue	2,024	-	-
<b>Operating Revenue Sub-Total</b>	<b>139,047</b>	<b>110,000</b>	<b>170,000</b>
Intergovernmental	134,284	125,000	130,000
Charges for Services	777,687	650,000	700,000
Investment Earnings	2	-	-
<b>Special Programs Revenue Sub-Total</b>	<b>911,973</b>	<b>775,000</b>	<b>830,000</b>
<b>General Fund Support</b>	<b>(139,047)</b>	<b>(110,000)</b>	<b>(170,000)</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(482,186)</b>	<b>(360,000)</b>	<b>(400,000)</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(13,026)</b>	<b>(10,000)</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>416,761</b>	<b>405,000</b>	<b>430,000</b>

## SUPERIOR COURT

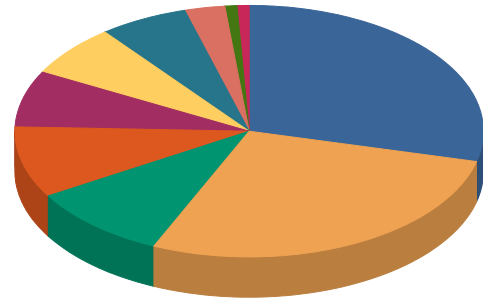
Expenses 62,320,180

Revenues 18,591,589

FTEs 676.99

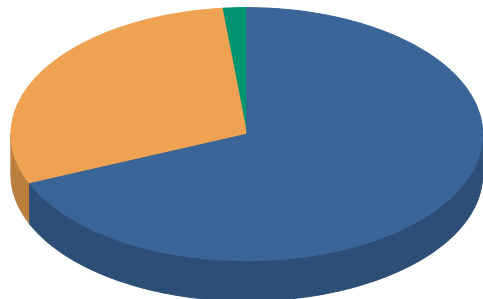
### Expenditures By Program

Adult Probation Field & Operations	29.01%
Adjudication	27.70%
Information Services	9.70%
Administration	9.19%
Adult Probation Court Services	7.17%
Pretrial Services	6.71%
Trial Services	6.00%
Conciliation Court	2.75%
Law Library	0.97%
Fill The Gap - Other Courts	0.80%
Total:	100.00%



### Sources of All Funding

General Fund Support	68.64%
Department Revenue	29.82%
Fund Balance Support	1.54%
Total:	100.00%



### 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 mediation, marriage/divorce counseling, and custody/visitation evaluations. Provide library facilities 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 8 Children; Title 12 Courts and Civil Proceedings; Title 13 Criminal Code; Title 14 Trusts, Estates, and Protective Proceedings; Title 21 Juries; Title 25 Marital and Domestic Relations; Title 31 Prisons and Prisoners; Title 41 State Government

## Department Summary by Program

**Department: Superior Court**

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Adjudication	15,074,461	16,593,957	17,261,026
Administration	4,601,863	4,758,196	5,725,672
Adult Probation Court Services	3,936,705	4,184,612	4,470,966
Adult Probation Field & Operations	15,081,016	17,343,580	18,078,423
Conciliation Court	1,339,454	1,569,682	1,715,949
Fill The Gap - Other Courts	443,592	496,911	501,043
Information Services	5,075,876	4,818,332	6,042,736
Law Library	534,713	619,022	607,866
Pretrial Services	2,614,106	3,725,459	4,179,895
Trial Services	2,627,211	3,496,190	3,736,604
<b>Total Expenditures</b>	<b>51,328,997</b>	<b>57,605,941</b>	<b>62,320,180</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Adjudication	1,623,340	1,837,073	1,783,309
Administration	94,908	140,000	52,000
Adult Probation Court Services	1,673,616	1,559,300	1,538,500
Adult Probation Field & Operations	11,675,434	13,039,795	13,655,009
Conciliation Court	697,398	629,430	650,930
Information Services	416,914	379,000	390,000
Law Library	246,770	239,500	243,500
Pretrial Services	133,938	280,970	278,341
<b>Total Revenues</b>	<b>16,562,318</b>	<b>18,105,068</b>	<b>18,591,589</b>
General Fund Support	34,807,615	38,449,373	42,795,417
Net Operating Transfers In/(Out)	(11,329)	(27,100)	(25,913)
Fund Balance Decrease/(Increase)	(29,607)	1,078,600	959,087
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>51,328,997</b>	<b>57,605,941</b>	<b>62,320,180</b>
<b><u>Staffing (FTEs) by Program</u></b>			
Adjudication	145.95	156.95	156.05
Administration	54.00	58.00	67.00
Adult Probation Court Services	54.00	54.00	53.00
Adult Probation Field & Operations	210.85	208.20	210.20
Conciliation Court	17.00	17.00	18.00
Fill The Gap - Other Courts	4.00	4.00	4.00
Information Services	36.00	36.00	55.00



## Department Summary by Program

Law Library	4.00	5.00	5.00
Pretrial Services	56.48	57.48	57.99
Trial Services	40.71	50.71	50.75
<b>Total Staffing (FTEs)</b>	<b>622.99</b>	<b>647.34</b>	<b>676.99</b>

## Program Summary

**Department:** Superior Court

**Program:** Adjudication

### Function

Adjudicate all cases filed in the Superior Court.

### Description of Services

Adjudicate cases in which exclusive jurisdiction is not vested in another court, cases of equity and of law which involve title to or possession of real property, cases involving the legality of any tax imposed or assessment, cases involving the legality of any toll or municipal ordinance, cases in which the demand or value of property in controversy amounts to \$5,000 or more, and criminal felony and misdemeanor cases not otherwise provided for by law.

### Program Goals & Objectives

- Provide timely, fair, and efficient administration of justice under the law, in a manner that instills and sustains the public's confidence in the judicial system
- Provide court reporter coverage for all hearings statutorily requiring a court reporter

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Cases filed	19,905	19,831	19,756
Cases pending	28,195	26,206	26,315
Cases disposed	23,322	23,327	23,330
Clearance rate of dispositions to filings	117%	118%	118%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	13,169,704	14,104,157	14,910,687
Operating Expenses	1,801,779	2,489,800	2,350,339
Capital Equipment > \$5,000	102,978	-	-
<b>Total Program Expenditures</b>	<b>15,074,461</b>	<b>16,593,957</b>	<b>17,261,026</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Intergovernmental	294,166	400,000	300,000
Charges for Services	99,441	100,000	100,000
Miscellaneous Revenue	173,590	190,000	195,000
<b>Operating Revenue Sub-Total</b>	<b>567,197</b>	<b>690,000</b>	<b>595,000</b>
Intergovernmental	899,716	972,143	1,026,896
Investment Earnings	10,399	26,380	10,452
<b>Special Programs Revenue Sub-Total</b>	<b>910,115</b>	<b>998,523</b>	<b>1,037,348</b>
Intergovernmental	146,028	148,550	150,961
<b>Grant Revenue Sub-Total</b>	<b>146,028</b>	<b>148,550</b>	<b>150,961</b>
<b>General Fund Support</b>	13,868,998	15,192,338	15,945,327
<b>Net Operating Transfers In/(Out)</b>	(1,254)	-	-
<b>Fund Balance Decrease/(Increase)</b>	(416,623)	(435,454)	(467,610)

## Program Summary

Department: Superior Court

Program: Adjudication

Other Funding Sources	-	-	-
Total Program Funding	<u>15,074,461</u>	<u>16,593,957</u>	<u>17,261,026</u>
Program Staffing FTEs	145.95	156.95	156.05

## Program Summary

**Department:** Superior Court

**Program:** Administration

### Function

To provide administrative support to the presiding judge, the court, and its administrative 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

- Provide financial information to facilitate optimum use of court funds
  - Submit financial reports by deadlines
- Support judicial and administrative divisions by recruiting for various classifications (involving multiple individual openings per classification); process sufficient applications to fill all openings as needed
- Perform background checks on new employees
- Assist employees with annual Administrative Office of the Courts and Council on Judicial Education and Training (COJET) and local educational compliance

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Recruiting/selection for open positions	120	125	130
Compliance rate of employees with COJET requirements	100%	100%	100%
Financial reports filed timely	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	4,059,703	4,367,182	5,187,380
Operating Expenses	537,360	391,014	538,292
Capital Equipment > \$5,000	4,800	-	-
<b>Total Program Expenditures</b>	<b>4,601,863</b>	<b>4,758,196</b>	<b>5,725,672</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Miscellaneous Revenue	1,853	5,000	2,000
<b>Operating Revenue Sub-Total</b>	<b>1,853</b>	<b>5,000</b>	<b>2,000</b>
Intergovernmental	56,792	135,000	50,000
Miscellaneous Revenue	36,263	-	-
<b>Grant Revenue Sub-Total</b>	<b>93,055</b>	<b>135,000</b>	<b>50,000</b>
<b>General Fund Support</b>	<b>4,490,303</b>	<b>4,618,196</b>	<b>5,673,672</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>16,652</b>	<b>-</b>	<b>-</b>

## Program Summary

Department: Superior Court

Program: Administration

Other Funding Sources	-	-	-
Total Program Funding	<u>4,601,863</u>	<u>4,758,196</u>	<u>5,725,672</u>
Program Staffing FTEs	54.00	58.00	67.00

## Program Summary

**Department:** Superior Court

**Program:** Adult Probation Court Services

### Function

Probation officers assigned to the Court Services Division (CSD) conduct investigations and write presentence reports on defendants. These reports include a description of the offense, its impact on the victim(s), an assessment of the defendant's risk factors and criminogenic needs, potential sentencing options and other information relevant to the sentencing process. Typically, ninety-four percent (94%) of all criminal defendants enter guilty pleas in lieu of going to trial. As such, the presentence report provides objective information to support the sentence ultimately imposed.

### 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

- Use evidence-based criminogenic factors to shorten presentence reports and reduce time required to prepare reports
- 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)

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Number of presentence reports	3,079	3,142	3,350
Improve on-time delivery of reports	99%	99%	99%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	3,729,842	3,896,926	4,223,485
Operating Expenses	200,173	287,686	247,481
Capital Equipment > \$5,000	6,690	-	-
<b>Total Program Expenditures</b>	<b>3,936,705</b>	<b>4,184,612</b>	<b>4,470,966</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Charges for Services	1,667,501	1,554,000	1,535,000
Investment Earnings	6,115	5,300	3,500
<b>Special Programs Revenue Sub-Total</b>	<b>1,673,616</b>	<b>1,559,300</b>	<b>1,538,500</b>
<b>General Fund Support</b>	<b>2,305,666</b>	<b>2,576,097</b>	<b>2,819,922</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(42,577)</b>	<b>49,215</b>	<b>112,544</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>3,936,705</b>	<b>4,184,612</b>	<b>4,470,966</b>

<b>Program Staffing FTEs</b>	<b>54.00</b>	<b>54.00</b>	<b>53.00</b>
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## Program Summary

**Department:** Superior Court

**Program:** Adult Probation Field & Operations

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### 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. Provide specialized services, including Drug Court, that address specific offender populations, chronic driving under the influence 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.

### Program Goals & Objectives

- Continue association with the fugitive Investigative Strike Team and maintain our superior rate of absconder apprehension
  - Provide the appropriate level of service to those that present a risk to the community utilizing evidence based practices that enhance successful probation completion
  - Continue community restitution involvement to reduce crime in targeted areas
- 

Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
Percent of successful exits from probation	86%	84%	84%
Percent of Court-ordered community restitution hours completed	30%	38%	35%
Absconders arrested as a percentage of warrants issued	89%	93%	91%

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## Program Summary

Department: Superior Court

Program: Adult Probation Field & Operations

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	13,585,428	15,098,119	16,310,530
Operating Expenses	1,495,324	2,245,461	1,767,893
Capital Equipment > \$5,000	264	-	-
<b>Total Program Expenditures</b>	<b>15,081,016</b>	<b>17,343,580</b>	<b>18,078,423</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Charges for Services	-	2,000	1,500
Miscellaneous Revenue	5,970	4,000	4,000
<b>Operating Revenue Sub-Total</b>	<b>5,970</b>	<b>6,000</b>	<b>5,500</b>
Intergovernmental	10,345,101	11,434,150	12,109,801
Charges for Services	553,875	514,194	427,582
Investment Earnings	1,641	2,500	405
Miscellaneous Revenue	2,634	100	100
<b>Special Programs Revenue Sub-Total</b>	<b>10,903,251</b>	<b>11,950,944</b>	<b>12,537,888</b>
Intergovernmental	760,538	1,070,121	1,096,621
Miscellaneous Revenue	5,675	12,730	15,000
<b>Grant Revenue Sub-Total</b>	<b>766,213</b>	<b>1,082,851</b>	<b>1,111,621</b>
<b>General Fund Support</b>	<b>3,595,255</b>	<b>3,919,089</b>	<b>3,875,494</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(7,622)</b>	<b>(17,100)</b>	<b>(18,000)</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(182,051)</b>	<b>401,796</b>	<b>565,920</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>15,081,016</b>	<b>17,343,580</b>	<b>18,078,423</b>
<b><u>Program Staffing FTEs</u></b>	<b>210.85</b>	<b>208.20</b>	<b>210.20</b>



## Program Summary

**Department:** Superior Court

**Program:** Conciliation Court

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### 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 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.

### Program Goals & Objectives

- Conduct mandatory parent education classes for divorcing and unmarried (special paternity) parents involved in family law cases
  - Provide a continuum of alternative dispute resolution services to those involved in family law cases in the Superior Court in Pima County
  - Provide ongoing program oversight to ensure the proper and timely performance of all in-house and contract services
  - Assist parties to resolve their legal decision-making and parenting time disputes through a negotiated settlement process in a safe, neutral setting
  - Provide accurate and timely information to the family law bench to assist the judges in making legal decision-making/parenting time decisions for families
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Conciliation and counseling cases served	72	83	95
Mediation cases served	1,807	2,078	2,390
Domestic Violence/Appropriateness screenings conducted	2,117	2,435	2,800
Evaluation, child interviews, and parenting coordination cases served	238	274	315
Mandatory parent education classes	145	120	120

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## Program Summary

Department: Superior Court  
Program: Conciliation Court

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	1,127,370	1,246,812	1,426,363
Operating Expenses	212,084	322,870	289,586
<b>Total Program Expenditures</b>	<b>1,339,454</b>	<b>1,569,682</b>	<b>1,715,949</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Miscellaneous Revenue	103	-	-
<b>Operating Revenue Sub-Total</b>	<b>103</b>	<b>-</b>	<b>-</b>
Charges for Services	667,035	584,000	615,000
Investment Earnings	2,523	11,000	2,500
Miscellaneous Revenue	-	1,000	-
<b>Special Programs Revenue Sub-Total</b>	<b>669,558</b>	<b>596,000</b>	<b>617,500</b>
Intergovernmental	27,737	33,430	33,430
<b>Grant Revenue Sub-Total</b>	<b>27,737</b>	<b>33,430</b>	<b>33,430</b>
<b>General Fund Support</b>	<b>704,205</b>	<b>839,976</b>	<b>890,053</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(62,149)</b>	<b>100,276</b>	<b>174,966</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>1,339,454</b>	<b>1,569,682</b>	<b>1,715,949</b>
<b><u>Program Staffing FTEs</u></b>	<b>17.00</b>	<b>17.00</b>	<b>18.00</b>

## 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 efficient criminal case processing. This project is a multifaceted approach to improving criminal case processing and streamline workflow.

**Program Goals & Objectives**

- Provide probation supervision for Justice Courts
- Provide criminal document images within six (6) hours of receiving document/minute entry distribution

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Justice Court probationers supervised	162	156	165

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	407,471	448,683	382,625
Operating Expenses	36,121	48,228	118,418
<b>Total Program Expenditures</b>	<b>443,592</b>	<b>496,911</b>	<b>501,043</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	443,592	496,911	501,043
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>443,592</b>	<b>496,911</b>	<b>501,043</b>

<b>Program Staffing FTEs</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>
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## Program Summary

**Department:** Superior Court  
**Program:** Information Services

### Function

The Information Technology Services Division provides day-to-day maintenance support as well as coordinated strategic information technology system planning, analysis, development, and partner integration services in support of all court programs, infrastructure, and courtroom technology. The division's objective is to provide reliable, effective, and consistently 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

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Total Help Desk Tickets - Superior Court	4,940	4,250	4,500
Total Help Desk Tickets - Juvenile Court	4,529	3,700	3,700

<b>Program Expenditures by Object</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
Personnel Services	3,745,877	3,759,089	5,177,439
Operating Expenses	1,261,968	1,059,243	865,297
Capital Equipment > \$5,000	68,031	-	-
<b>Total Program Expenditures</b>	<b>5,075,876</b>	<b>4,818,332</b>	<b>6,042,736</b>

<b>Program Funding by Source</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Revenues</b>			
Charges for Services	387,341	345,000	360,000
Investment Earnings	4,573	9,000	5,000
<b>Special Programs Revenue Sub-Total</b>	<b>391,914</b>	<b>354,000</b>	<b>365,000</b>
Intergovernmental	25,000	25,000	25,000
<b>Grant Revenue Sub-Total</b>	<b>25,000</b>	<b>25,000</b>	<b>25,000</b>
<b>General Fund Support</b>	<b>4,502,135</b>	<b>4,094,180</b>	<b>5,664,554</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>156,827</b>	<b>345,152</b>	<b>(11,818)</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>5,075,876</b>	<b>4,818,332</b>	<b>6,042,736</b>

<b>Program Staffing FTEs</b>	<b>36.00</b>	<b>36.00</b>	<b>55.00</b>
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## Program Summary

**Department:** Superior Court

**Program:** Law Library

### Function

Serve as a gateway for access to justice by providing a variety of constituents with an up-to-date collection of Arizona's core legal materials, and assistance in the retrieval of information. Answer reference questions for patrons in person, on the telephone, or by e-mail, using best available resources, print or electronic. Assist in the selection and use of best electronic resources. Provide training to court staff and public on best use of Internet information resources, and databases such as Westlaw. Acquire and maintain judicial collections, and process judicial invoices for payment. Provide comprehensive services to patrons using the Resource Center. Offer alternative ways to access forms as well as alternative resources for forms not offered through the Resource Center. Offer referrals to appropriate legal advice agencies. Provide daily Domestic Relations and Minor Guardianship Legal Clinics in collaboration with Pima County Bar Foundation, Southern Arizona Legal Aid, and Step Up to Justice.

### 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 biweekly domestic relations law clinics offered by two contracted agencies.

### Program Goals & Objectives

- Promote access to justice and to provide an enhanced comprehensive user experience
- Continue respectful and beneficial customer service
- Ensure adequate supply of forms are available to all patrons

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Patrons contacting Law Library	26,800	77,800	83,000
Westlaw transactions	1,300	10,000	11,000
Packets of forms sold	0	9,700	20,100

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	248,314	305,216	335,795
Operating Expenses	286,399	313,806	272,071
<b>Total Program Expenditures</b>	<b>534,713</b>	<b>619,022</b>	<b>607,866</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Charges for Services	242,944	230,000	240,000
Investment Earnings	2,812	4,500	2,500
Miscellaneous Revenue	1,014	5,000	1,000
<b>Special Programs Revenue Sub-Total</b>	<b>246,770</b>	<b>239,500</b>	<b>243,500</b>
<b>General Fund Support</b>	222,559	258,818	281,952
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	65,384	120,704	82,414
<b>Other Funding Sources</b>	-	-	-

## Program Summary

Department: Superior Court

Program: Law Library

Total Program Funding	534,713	619,022	607,866
Program Staffing FTEs	4.00	5.00	5.00

## Program Summary

**Department:** Superior Court  
**Program:** Pretrial Services

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### 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, Tucson, and South Tucson. Ensure the justice precinct misdemeanor arrestees are screened for release eligibility, and when appropriate, affect their immediate release. Eliminate any unnecessary pretrial detention for defendants receiving behavioral health treatment through Cenpatico. Reduce the issuance of bench warrants from the arraignment court to fifty percent (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. Ensure that court-ordered conditions of release are being adhered to and violations are brought to the Court's attention in a timely manner for defendants the Court releases under the supervision of Pretrial Services.

### Description of Services

Interview each felony and County misdemeanor defendant, and verify their stated community ties, research criminal history, and contact other third parties who might have information relevant to the release decision. Assess each defendant's risk for failure to appear and re-arrest, if released. Prepare a written report for the court of the findings and make a recommendation for release suitability. Screen County misdemeanor arrestees for eligibility for pre-release and release those suitable. Follow-up with those pre-released misdemeanor arrestees to remind them of their court date and monitor compliance of conditions of release for each defendant. Prepare for the court an updated report and recommendation on all motions to modify conditions of release initiated by the defense attorney. Minimize the issuance of warrants out of the arraignment court and arrange for self-surrender in Superior Court for those who unintentionally fail to appear. Reduce unnecessary pretrial detention by supervising defendants who have been granted non-financial release.

### Program Goals & Objectives

- Release at least fifty percent (50%) of the judicial precinct misdemeanor arrests eligible for post-booking release
- Provide bail recommendations to the court in felony cases so judges may set appropriate release conditions (goal is to interview ninety-nine percent (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)
- Ensure at least seventy-five percent (75%) of those defendants' released by Pretrial Services make their next scheduled court appearance
- Provide post-initial appearance bail recommendations for defendants in custody on a cash/money bond (goal is to provide a report in ninety-nine percent (99%) of these cases)
- Provide bail recommendations to the court in misdemeanor cases so judges may set appropriate release conditions (goal is to interview ninety-nine percent (99%) of the misdemeanor arrestees booked into the jail and provide a written report to the court at the time of the scheduled initial appearance, if the defendant is not released prior to the initial appearance)
- 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)

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Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
Felony Initial appearance recommendations	7,914	9,036	10,500
Misdemeanor Reports Prepared	6,888	7,356	7,500
Defendants Released Pre-Booking	3,117	2,904	3,200

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## Program Summary

Department: Superior Court  
Program: Pretrial Services

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	2,398,271	3,387,650	3,897,155
Operating Expenses	215,835	337,809	282,740
<b>Total Program Expenditures</b>	<b>2,614,106</b>	<b>3,725,459</b>	<b>4,179,895</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	133,938	180,440	178,341
Miscellaneous Revenue	-	100,530	100,000
<b>Grant Revenue Sub-Total</b>	<b>133,938</b>	<b>280,970</b>	<b>278,341</b>
<b>General Fund Support</b>	<b>2,491,283</b>	<b>3,454,489</b>	<b>3,907,839</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(2,453)</b>	<b>(10,000)</b>	<b>(7,913)</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(8,662)</b>	<b>-</b>	<b>1,628</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>2,614,106</b>	<b>3,725,459</b>	<b>4,179,895</b>
<b><u>Program Staffing FTEs</u></b>	<b>56.48</b>	<b>57.48</b>	<b>57.99</b>



## Program Summary

**Department:** Superior Court

**Program:** Trial Services

### Function

Manage and provide qualified jurors to serve as petit and grand jurors.

### 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 forty-six (46) court divisions and departments of Superior Court in sixty-five (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 Court, 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 imaged 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 accurate oral interpretation for limited and non-English speaking court users
- Provide the required number of qualified jurors for all jury trials in Arizona Superior Court in Pima County, Pima County Consolidated Justice Court, Green Valley Justice Court, and for State and County grand juries
- Provide court reporter coverage for all hearings statutorily requiring a court reporter
- Maintain ratio of jurors reporting to jurors empaneled to the extent possible in order to minimize the number of jurors required to report
- Provide for interpretation and translation services in one hundred percent (100%) of cases

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Jurors reporting	1,561	10,000	11,000
Jurors drawn on cases	1,486	8,960	9,040
Total interpreting events - by staff and daily contractors	8,479	8,733	9,000
Mandated court reporter hearing coverage	99%	99%	99%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	2,546,217	3,390,361	3,658,058
Operating Expenses	80,994	105,829	78,546
<b>Total Program Expenditures</b>	<b>2,627,211</b>	<b>3,496,190</b>	<b>3,736,604</b>
<b>General Fund Support</b>	2,627,211	3,496,190	3,736,604
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-

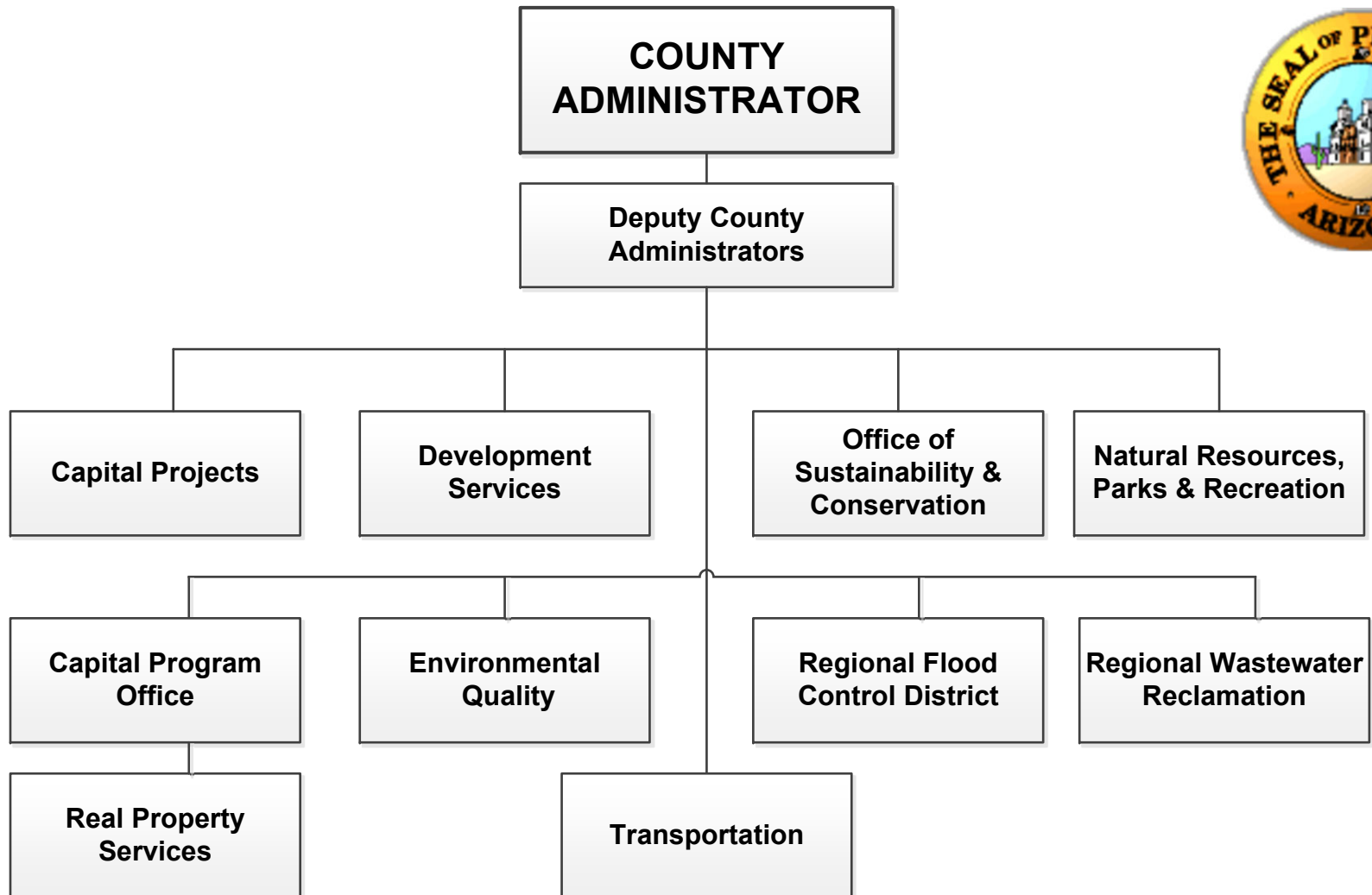
## Program Summary

Department: Superior Court

Program: Trial Services

Total Program Funding	2,627,211	3,496,190	3,736,604
Program Staffing FTEs	40.71	50.71	50.75

# **PUBLIC WORKS ORGANIZATION CHART**



Public Works Organization Chart July 01, 2022

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**Pima County**  
**Summary of Expenditures by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Expenditures</b>
<b><u>PUBLIC WORKS</u></b>						
<b>Capital Program Office</b>						
Capital Program Office	996,975	-	-	-	-	996,975
<b>Total Capital Program Office</b>	<b>996,975</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>996,975</b>
<b>Capital Projects</b>						
PW Capital Projects	-	-	-	177,183,899	-	177,183,899
<b>Total Capital Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>177,183,899</b>	<b>-</b>	<b>177,183,899</b>
<b>Development Services</b>						
Permitting	-	-	-	-	5,557,442	5,557,442
Planning	-	-	-	-	1,772,862	1,772,862
Support	-	-	-	-	382,018	382,018
<b>Total Development Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>7,712,322</b>	<b>7,712,322</b>
<b>Environmental Quality</b>						
Administration	-	91,006	-	-	-	91,006
Air	-	2,598,222	-	-	-	2,598,222
Code Compliance	-	400,115	-	-	-	400,115
Communications & Outreach	-	352,008	-	-	-	352,008
Solid Waste Management	1,354,661	-	-	-	-	1,354,661
Tire Program Management	-	1,296,000	-	-	-	1,296,000
Water & Waste	-	765,421	-	-	-	765,421
<b>Total Environmental Quality</b>	<b>1,354,661</b>	<b>5,502,772</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>6,857,433</b>
<b>Natural Resources, Parks &amp; Recreation</b>						
Departmental Services	4,082,246	237,696	-	-	-	4,319,942
Natural Resource Parks	3,867,493	5,979,332	-	-	-	9,846,825
Operations	8,113,203	25,000	-	-	-	8,138,203
Planning	134,485	1,063,703	-	-	-	1,198,188
Recreation	5,391,406	-	-	-	-	5,391,406
<b>Total Natural Resources, Parks &amp; Recreation</b>	<b>21,588,833</b>	<b>7,305,731</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>28,894,564</b>

**Pima County**  
**Summary of Expenditures by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Expenditures</b>
<b>Office of Sustainability &amp; Conservation</b>						
Conservation Science	478,190	-	-	-	-	478,190
Cultural Resources & Historic Preservation	375,275	-	-	-	-	375,275
Multi-Species Conservation Plan Section 10	229,478	-	-	-	-	229,478
Office of Sustainability & Conservation	523,750	18,200	-	-	-	541,950
Sustainability Programs	190,991	-	-	-	-	190,991
Water Policy Office	94,988	-	-	-	-	94,988
<b>Total Office of Sustainability &amp; Conservation</b>	<b>1,892,672</b>	<b>18,200</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,910,872</b>
<b>Real Property Services</b>						
Real Property Services Administration	1,012,162	-	-	-	-	1,012,162
Real Property Services Tax Sales	93,511	-	-	-	-	93,511
Real Property Services-Grants	-	750,000	-	-	-	750,000
<b>Total Real Property Services</b>	<b>1,105,673</b>	<b>750,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,855,673</b>
<b>Regional Flood Control District</b>						
Canoa Ranch In-Lieu Fee	-	220,000	-	-	-	220,000
Design and Construction	-	858,454	-	-	-	858,454
Flood Control Support	-	4,522,061	-	-	-	4,522,061
Flood Warning	-	1,374,971	-	-	-	1,374,971
Hazard Mitigation	-	2,413,145	-	-	-	2,413,145
Infrastructure Maintenance	-	7,363,486	-	-	-	7,363,486
Regulatory	-	1,723,284	-	-	-	1,723,284
<b>Total Regional Flood Control District</b>	<b>-</b>	<b>18,475,401</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,475,401</b>
<b>Regional Wastewater Reclamation</b>						
Administration	-	-	-	-	50,598,807	50,598,807
Conveyance System	-	-	-	-	27,913,656	27,913,656
Technical Services & Engineering	-	-	-	-	12,238,539	12,238,539
Treatment Operations	-	-	-	-	80,207,916	80,207,916
<b>Total Regional Wastewater Reclamation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>170,958,918</b>	<b>170,958,918</b>

**Pima County**  
**Summary of Expenditures by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Expenditures</b>
<b>Transportation</b>						
Transportation	-	111,647,882	-	-	-	111,647,882
<b>Total Transportation</b>	-	<b>111,647,882</b>	-	-	-	<b>111,647,882</b>
<b>TOTAL PUBLIC WORKS</b>	<b>26,938,814</b>	<b>143,699,986</b>	-	<b>177,183,899</b>	<b>178,671,240</b>	<b>526,493,939</b>

**Pima County**  
**Summary of Revenues by Fund and Program**  
**Fiscal Year 2022/2023**

Functional Area/Department/Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total Revenues
<b><u>PUBLIC WORKS</u></b>						
<b>Capital Program Office</b>						
Capital Program Office	100	-	-	-	-	100
<b>Total Capital Program Office</b>	<b>100</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>100</b>
<b>Capital Projects</b>						
Impact Fees	-	-	-	9,769,532	-	9,769,532
PW Capital Projects	-	-	-	9,354,993	-	9,354,993
<b>Total Capital Projects</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,124,525</b>	<b>-</b>	<b>19,124,525</b>
<b>Development Services</b>						
Permitting	-	-	-	-	10,068,276	10,068,276
Planning	-	-	-	-	724,729	724,729
Support	-	-	-	-	27,050	27,050
<b>Total Development Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10,820,055</b>	<b>10,820,055</b>
<b>Environmental Quality</b>						
Administration	-	27,500	-	-	-	27,500
Air	-	2,043,947	-	-	-	2,043,947
Communications & Outreach	-	423,395	-	-	-	423,395
Tire Program Management	-	1,296,000	-	-	-	1,296,000
Water & Waste	-	973,520	-	-	-	973,520
<b>Total Environmental Quality</b>	<b>-</b>	<b>4,764,362</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,764,362</b>
<b>Natural Resources, Parks &amp; Recreation</b>						
Departmental Services	-	600	-	-	-	600
Natural Resource Parks	355,000	1,510,000	-	-	-	1,865,000
Operations	214,475	-	-	-	-	214,475
Planning	-	12,200	-	-	-	12,200
Recreation	581,000	-	-	-	-	581,000
<b>Total Natural Resources, Parks &amp; Recreation</b>	<b>1,150,475</b>	<b>1,522,800</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,673,275</b>



**Pima County**  
**Summary of Revenues by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total Revenues</b>
<b>Office of Sustainability &amp; Conservation</b>						
Cultural Resources & Historic Preservation	200	-	-	-	-	200
Multi-Species Conservation Plan Section 10	3,800	-	-	-	-	3,800
Office of Sustainability & Conservation	-	20,000	-	-	-	20,000
<b>Total Office of Sustainability &amp; Conservation</b>	<b>4,000</b>	<b>20,000</b>	-	-	-	<b>24,000</b>
<b>Real Property Services</b>						
Real Property Services Tax Sales	6,500	-	-	-	-	6,500
Real Property Services-Grants	-	750,000	-	-	-	750,000
<b>Total Real Property Services</b>	<b>6,500</b>	<b>750,000</b>	-	-	-	<b>756,500</b>
<b>Regional Flood Control District</b>						
Canoa Ranch In-Lieu Fee	-	505,000	-	-	-	505,000
Design and Construction	-	20,000	-	-	-	20,000
Flood Control Support	-	29,644,631	-	-	-	29,644,631
Flood Warning	-	3,841,244	-	-	-	3,841,244
Hazard Mitigation	-	20,000	-	-	-	20,000
Infrastructure Maintenance	-	12,500	-	-	-	12,500
<b>Total Regional Flood Control District</b>	-	<b>34,043,375</b>	-	-	-	<b>34,043,375</b>
<b>Regional Wastewater Reclamation</b>						
Administration	-	-	-	-	180,635,603	180,635,603
Treatment Operations	-	-	-	-	2,000,000	2,000,000
<b>Total Regional Wastewater Reclamation</b>	-	-	-	-	<b>182,635,603</b>	<b>182,635,603</b>
<b>Transportation</b>						
Transportation	-	78,316,678	-	-	-	78,316,678
Transportation Grants	-	12,123,563	-	-	-	12,123,563
<b>Total Transportation</b>	-	<b>90,440,241</b>	-	-	-	<b>90,440,241</b>
<b>TOTAL PUBLIC WORKS</b>	<b>1,161,075</b>	<b>131,540,778</b>	-	<b>19,124,525</b>	<b>193,455,658</b>	<b>345,282,036</b>

**Pima County**  
**Summary of Full Time Equivalents by Fund and Program**  
**Fiscal Year 2022/2023**

Functional Area/Department/Program	General Fund	Special Revenue	Debt Service	Capital Projects	Enterprise	Total FTEs
<b><u>PUBLIC WORKS</u></b>						
<b>Capital Program Office</b>						
Capital Program Office	10.00	-	-	-	-	10.00
<b>Total Capital Program Office</b>	<b>10.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>10.00</b>
<b>Capital Projects</b>						
<b>Development Services</b>						
Permitting	-	-	-	-	45.48	45.48
Planning	-	-	-	-	8.48	8.48
Support	-	-	-	-	2.00	2.00
<b>Total Development Services</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>55.95</b>	<b>55.95</b>
<b>Environmental Quality</b>						
Administration	-	4.00	-	-	-	4.00
Air	-	18.00	-	-	-	18.00
Code Compliance	-	9.00	-	-	-	9.00
Solid Waste Management	3.00	-	-	-	-	3.00
Water & Waste	-	8.00	-	-	-	8.00
<b>Total Environmental Quality</b>	<b>3.00</b>	<b>39.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>42.00</b>
<b>Natural Resources, Parks &amp; Recreation</b>						
Departmental Services	20.06	-	-	-	-	20.06
Natural Resource Parks	41.65	3.67	-	-	-	45.32
Operations	135.00	-	-	-	-	135.00
Planning	1.00	1.50	-	-	-	2.50
Recreation	79.50	-	-	-	-	79.50
<b>Total Natural Resources, Parks &amp; Recreation</b>	<b>277.21</b>	<b>5.17</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>282.38</b>

**Pima County**  
**Summary of Full Time Equivalents by Fund and Program**  
**Fiscal Year 2022/2023**

<b>Functional Area/Department/Program</b>	<b>General Fund</b>	<b>Special Revenue</b>	<b>Debt Service</b>	<b>Capital Projects</b>	<b>Enterprise</b>	<b>Total FTEs</b>
<b>Office of Sustainability &amp; Conservation</b>						
Conservation Science	4.00	-	-	-	-	4.00
Cultural Resources & Historic Preservation	3.00	-	-	-	-	3.00
Multi-Species Conservation Plan Section 10	2.00	-	-	-	-	2.00
Office of Sustainability & Conservation	4.00	-	-	-	-	4.00
Sustainability Programs	2.00	-	-	-	-	2.00
Water Policy Office	2.00	-	-	-	-	2.00
<b>Total Office of Sustainability &amp; Conservation</b>	<b>17.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17.00</b>
<b>Real Property Services</b>						
Real Property Services Administration	11.00	-	-	-	-	11.00
<b>Total Real Property Services</b>	<b>11.00</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>11.00</b>
<b>Regional Flood Control District</b>						
Design and Construction	-	7.00	-	-	-	7.00
Flood Control Support	-	10.50	-	-	-	10.50
Hazard Mitigation	-	11.00	-	-	-	11.00
Infrastructure Maintenance	-	12.00	-	-	-	12.00
Regulatory	-	17.00	-	-	-	17.00
<b>Total Regional Flood Control District</b>	<b>-</b>	<b>57.50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>57.50</b>
<b>Regional Wastewater Reclamation</b>						
Administration	-	-	-	-	17.00	17.00
Conveyance System	-	-	-	-	101.00	101.00
Technical Services & Engineering	-	-	-	-	115.00	115.00
Treatment Operations	-	-	-	-	169.00	169.00
<b>Total Regional Wastewater Reclamation</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>402.00</b>	<b>402.00</b>
<b>Transportation</b>						
Transportation	-	195.50	-	-	-	195.50
<b>Total Transportation</b>	<b>-</b>	<b>195.50</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>195.50</b>
<b>TOTAL PUBLIC WORKS</b>	<b>318.21</b>	<b>297.17</b>	<b>-</b>	<b>-</b>	<b>457.95</b>	<b>1,073.33</b>

**[NOTE: Slight FTE differences between reports are due to rounding]**

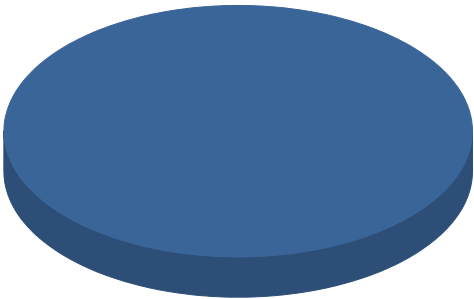
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**CAPITAL PROGRAM OFFICE**

Expenses	<u>996,975</u>	Revenues	<u>100</u>	FTEs	<u>10.00</u>
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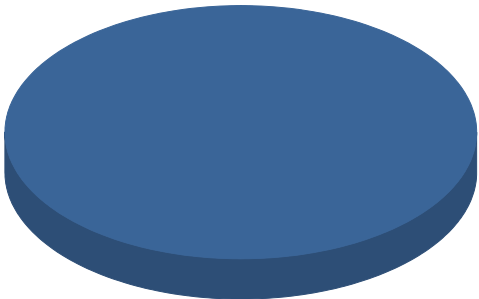
**Expenditures By Program**

■ Capital Program Office	100.00%
Total:	100.00%



**Sources of All Funding**

■ General Fund Support	99.99%
■ Department Revenue	0.01%
Total:	100.00%



**Function Statement:**

Provide expertise related to the Capital Improvement Project Program including project delivery, process management and infrastructure planning for all departments with capital projects. This includes project management team delivery, project and program oversight, long term planning, utility coordination, economic development support, development of program management best practices and metrics relating to the project management manual and gate process.

**Mandates:**

None

## Department Summary by Program

Department: **Capital Program Office**

	<u>FY 2020/2021 Actual</u>	<u>FY 2021/2022 Adopted</u>	<u>FY 2022/2023 Adopted</u>
<b><u>Expenditures by Program</u></b>			
Capital Program Office	-	798,067	996,975
<b>Total Expenditures</b>	<u>-</u>	<u>798,067</u>	<u>996,975</u>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Capital Program Office	-	100	100
<b>Total Revenues</b>	<u>-</u>	<u>100</u>	<u>100</u>
General Fund Support	-	797,967	996,875
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<u>-</u>	<u>798,067</u>	<u>996,975</u>
<b><u>Staffing (FTEs) by Program</u></b>			
Capital Program Office	-	7.00	10.00
<b>Total Staffing (FTEs)</b>	<u>-</u>	<u>7.00</u>	<u>10.00</u>

## Program Summary

**Department:** Capital Program Office

**Program:** Capital Program Office

### Function

Provide direct capital project management delivery, capital program oversight, project controls, assistance with capital bond planning and 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. Provide technical assistance with oversight, reporting, and procedures related to project delivery. Deliver specific projects 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.

### Program Goals & Objectives

- Assist departments as needed with project challenges, documentation of Gate Activities, and program performance
  - Lead Capital Improvement Program cash flow meetings
- Assist Public Works Administration as needed with public infrastructure planning, bond program planning, or other tasks
  - Perform updates to annual infrastructure plans
- Deliver individual projects on schedule and within budget
  - Deliver completed Department projects within twelve months of project charter date

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Projects completed within 12 months of charter date	n/a	90%	90%
Number of updates to annual infrastructure plans completed	n/a	1	1
Capital Improvement Program cash flow meetings lead	n/a	4	4

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	-	740,434	787,422
Operating Expenses	-	57,633	209,553
<b>Total Program Expenditures</b>	<b>-</b>	<b>798,067</b>	<b>996,975</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Miscellaneous Revenue	-	100	100
<b>Operating Revenue Sub-Total</b>	<b>-</b>	<b>100</b>	<b>100</b>
<b>General Fund Support</b>	<b>-</b>	<b>797,967</b>	<b>996,875</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>-</b>	<b>798,067</b>	<b>996,975</b>

<b>Program Staffing FTEs</b>	<b>-</b>	<b>7.00</b>	<b>10.00</b>
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## CAPITAL PROJECTS

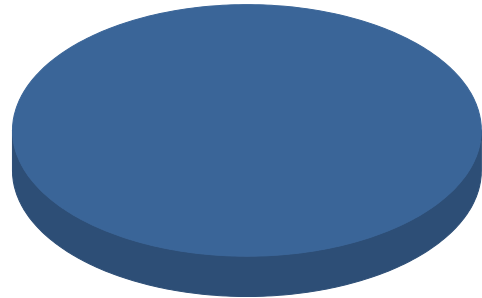
Expenses 177,183,899

Revenues 19,124,525

FTEs -

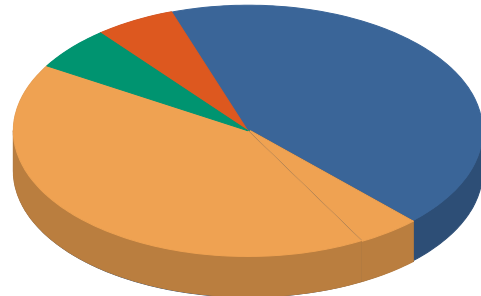
### Expenditures by Program

■ PW Capital Projects	100.00%
Total:	100.00%



### Sources of All Funding

■ Operating Transfers In	39.57%
■ Other Fin Sources/Bond/COPS Proceeds	39.23%
■ Fund Balance Support	12.86%
■ Department Revenue	8.34%
Total:	100.00%



#### Function Statement:

The Capital Projects budget reflects anticipated funding for the construction of Pima County capital improvement projects (excluding Wastewater Reclamation enterprise fund projects, internal service fund projects for Information Technology, and Fleet Services), as detailed in the proposed fiscal year 2022/23 of the Summary of Capital Improvement Programs.

#### Mandates:

Pima County Code Title 3: Revenue and Finance, Chapter 3.06: Bonding Disclosure, Accountability, and Implementation

## Department Summary by Program

Department: **Capital Projects**

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
PW Capital Projects	94,002,913	138,882,005	177,183,899
<b>Total Expenditures</b>	<b><u>94,002,913</u></b>	<b><u>138,882,005</u></b>	<b><u>177,183,899</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Impact Fees	6,527,420	7,790,053	9,769,532
PW Capital Projects	15,676,047	8,462,279	9,354,993
<b>Total Revenues</b>	<b><u>22,203,467</u></b>	<b><u>16,252,332</u></b>	<b><u>19,124,525</u></b>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	13,904,142	65,558,058	88,544,483
Fund Balance Decrease/(Increase)	57,895,304	57,071,615	69,514,891
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>94,002,913</u></b>	<b><u>138,882,005</u></b>	<b><u>177,183,899</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
<b>Total Staffing (FTEs)</b>			

## Program Summary

Department: Capital Projects

Program: Impact Fees

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### Function Statement

Account for the collection of development impact fees, these fees are collected in compliance with state statute and county ordinances for the construction of capacity improvements on specifically named roadways.

### Program Goals & Objectives

Ensure impact fees are spent only on eligible projects.

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	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Charges for Services	6,520,133	7,735,114	9,740,000
Investment Earnings	7,287	54,939	29,532
<b>Operating Revenue Sub-Total</b>	<b>6,527,420</b>	<b>7,790,053</b>	<b>9,769,532</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	(192,115)	(648,750)	(1,505,427)
<b>Fund Balance Decrease/(Increase)</b>	(6,335,305)	(7,141,303)	(8,264,105)
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Program Summary

**Department: Capital Projects**

**Program: PW Capital Projects**

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### 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 and the one-year Capital Improvement Budget. Activities are performed by the Project Management Office and the Finance Management Division.

### Program Goals & Objectives

- Deliver individual projects on schedule and within budget
  - Provide project/program oversight through the gate process
- 

### Financial Highlights

The budgeted amount of \$177,183,899 has been based on the following:

#### Capital Projects Fund Expenditures

Facilities Management	64,680,000
Transportation	41,135,227
Flood Control Distirct	20,748,750
Natural Resources, Parks & Recreation	11,627,806
Analytics & Data Governance	11,000,000
Kino Sports Complex	10,742,000
Sheriff	5,378,616
Environmental Quality	5,350,000
Information Technology	2,264,000
Capital Projects Office	2,177,500
Office of Sustainability & Conservation	2,080,000
	<b>177,183,899</b>

#### Proprietary Service funds excluded from expenditures

Regional Wastewater Reclamation	54,119,868
Information Technology	5,042,000
Fleet Services	1,600,000
	<b>60,761,868</b>

Total Capital Projects Expenditures	237,945,767
	<b>237,945,767</b>

Note: Capital Improvement Program (CIP) outlines all acquisitions, remodeling, and construction of projects \$100,000 or more by Pima County for five years including the current fiscal year. The Capital Project fund accounts for all financial resources to be used for the acquisition or construction of major capital assets excluding CIP expenditures financed by proprietary funds.

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## Program Summary

Department: Capital Projects  
 Program: PW Capital Projects

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	1,719,733	-	-
Operating Expenses	40,679,750	-	-
Capital Equipment > \$5,000	51,603,430	138,882,005	177,183,899
<b>Total Program Expenditures</b>	<b>94,002,913</b>	<b>138,882,005</b>	<b>177,183,899</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	9,026,938	6,419,786	5,596,804
Charges for Services	4,062,739	-	-
Investment Earnings	440,888	542,493	97,169
Miscellaneous Revenue	2,145,482	1,500,000	3,661,020
<b>Operating Revenue Sub-Total</b>	<b>15,676,047</b>	<b>8,462,279</b>	<b>9,354,993</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	14,096,257	66,206,808	90,049,910
<b>Fund Balance Decrease/(Increase)</b>	64,230,609	64,212,918	77,778,996
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>94,002,913</b>	<b>138,882,005</b>	<b>177,183,899</b>

## SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS

Fiscal Year 2022/23

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 2022/23 - 2026/27 and Beyond.

Project	FY 2022/23
<b><u>Analytics &amp; Data Governance</u></b>	
ERP Replacement	11,000,000
<b>ANALYTICS &amp; DATA GOVERNANCE TOTAL</b>	<b>11,000,000</b>
<b><u>Capital Projects Office</u></b>	
Gold Star Memorial Installation	50,000
Public Art Water Feature	47,500
SERP / PMP Well Replacement	2,080,000
<b>CAPITAL PROJECTS OFFICE TOTAL</b>	<b>2,177,500</b>
<b><u>Environmental Quality</u></b>	
Ina Road Landfill Closure - Phase 2	4,750,000
Tire Yard Improvements	600,000
<b>ENVIRONMENTAL QUALITY TOTAL</b>	<b>5,350,000</b>
<b><u>Regional Flood Control District</u></b>	
Airport Wash / El Vado Wash Drainage Improvements	500,000
ALERT Flood Warning System Conversion to ALERT2	393,000
Altar/Brawley Erosion Protection and Mitigation	130,000
Big Horn Fire Flood Hazard Mitigation	2,650,000
Cienega Creek Natural Preserve Fence Improvement	255,750
City of Tucson Downtown Links Project	3,000,000
Continental Ranch Regional Force Main Loop Restoration	200,000
Fairgrounds South Houghton Channels	4,000,000
Floodprone Land Acq Program	1,000,000
Green Stormwater Infrastructure	500,000
Green Valley Drainageway Program	500,000
Landscape Enhancement and Restoration	300,000
Loop Ongoing Improvements and Maintenance	300,000
Major Watercourse Infrastructure Management	2,000,000
Pantano Grade Control Structures	500,000
Riparian Mitigation Project Acquisition Fund	500,000
Ruthrauff, Gardner lane UPRR Culvert	1,000,000
Santa Cruz River Corazon Improvements	320,000
Santa Cruz River Irvington to Drexel Improvements	700,000
Santa Cruz River Wildlife Ramp	500,000
Urban Drainage	1,500,000
<b>REGIONAL FLOOD CONTROL DISTRICT TOTAL</b>	<b>20,748,750</b>
<b><u>Facilities Management</u></b>	
130 W Congress Facade Improvements	6,600,000
Adult Detention Security Replacement	5,500,000
Curley Gym Renovation Project	1,700,000

## SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS

### Fiscal Year 2022/23

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 2022/23 - 2026/27 and Beyond.

<b>Project</b>	<b>FY 2022/23</b>
Defense Services Building - Juvenile Courts	100,000
Downtown Central Plant Chiller 4 New Tower	1,500,000
Kino Campus Building Infrastructure	1,500,000
Martha Cooper Library Expansion	5,060,000
Northwest County Service Center - Construction Phase	9,000,000
Northwest County Service Center - Design Phase	3,500,000
Office of the Medical Examiner - Construction Phase	22,700,000
Office of the Medical Examiner - Design Phase	1,720,000
Old Tucson Warehouse	200,000
Richard Elias - Mission Library Expansion	3,500,000
Southwest Library	500,000
Teatro Carmen Restoration	450,000
Woods Library Property Acquisition and Demo	1,150,000
<b>FACILITIES MANAGEMENT TOTAL</b>	<b>64,680,000</b>
<b><u>Fleet Services</u></b>	
Ajo Arizona Fuel Island	1,400,000
Ina Road Fuel Island	200,000
<b>FLEET SERVICES TOTAL</b>	<b>1,600,000</b> <sup>(1)</sup>
<b><u>Information Technology</u></b>	
Cabling Lifecycle Management Plan FY 22/23 - Fund 6000	500,000
Hyper Converge Server/Storage FY 22/23 - Fund 6013	3,300,000
Library Internet Hotspot Expansion	2,000,000
Library Network Equipment Refresh Phase II	264,000
Network Refresh 22/23 - Fund 6000	1,242,000
<b>INFORMATION TECHNOLOGY TOTAL</b>	<b>7,306,000</b> <sup>(1)</sup>
<b><u>Kino Sports Complex</u></b>	
Kino Main Quad & Fields 11/12 Restrooms	225,000
Kino South Beach Volleyball	542,000
Kino South District Partnership	8,675,000
Main Parking Lot Upgrades - New Paving & Renovation	1,300,000
<b>KINO SPORTS COMPLEX TOTAL</b>	<b>10,742,000</b>
<b><u>Natural Resources, Parks &amp; Recreation</u></b>	
Ann Day Park Lighting	820,000
Canoa Ranch Campground Development	1,288,288
Canoa Ranch Manning Senior Rehabilitation	958,118
Gilbert Ray Campground Improvements - FY22	25,000
LED Sports Conversion McDonald Park	1,600,000
LED Sports Conversion Thomas Jay	900,000
Los Ninos Splash Pad	900,000

## SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS

### Fiscal Year 2022/23

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 2022/23 - 2026/27 and Beyond.

<b>Project</b>	<b>FY 2022/23</b>
Manzanita Park Multi-use Field	1,886,400
Open Space projects to be defined	2,000,000
Robles Ranch Thrift Store and Foodbank	1,250,000
<b>NATURAL RESOURCES, PARKS &amp; RECREATION TOTAL</b>	<b>11,627,806</b>
<b><u>Sherriff</u></b>	
Aircraft Hangar - Aero Park Blvd	4,778,616
Sheriff's San Xavier District Substation	600,000
<b>SHERRIFF TOTAL</b>	<b>5,378,616</b>
<b><u>Office of Sustainability &amp; Conservation</u></b>	
Archaeological Mitigation for COT Silverbell Widening	1,250,000
City of Tucson Fort Lowell Phase 1	600,000
Juan Santa Cruz Picnic Area Rehabilitation	230,000
<b>OFFICE OF SUSTAINABILITY &amp; CONSERVATION TOTAL</b>	<b>2,080,000</b>
<b><u>Transportation</u></b>	
22nd St I-10 to Tucson Blvd Improvements	5,584,750
Ajo Airport Airfield Lighting Design	20,000
Ajo Airport Runway and Taxi Asphalt Overlay	400,000
Bus Stop Improvement 2 Program	163,000
Houghton Rd at Ft. Lowell Rd Intersection Improvements	857,282
Houghton Rd I-10 to Golf Links Rd RTA 32 (portion of)	1,300,000
Irvington Road Intersection Improvements	750,500
Kolb Road: Sabino Road to Sunrise Drive	620,000
Mission Rd Overpass @ ASARCO Mine Haul	177,700
Sabino Canyon Park Road	308,000
Sahuarita Rd & Wilmot Rd Intersection Improvements	100,000
Sandario Rd at Rudasill Rd Intersection Improvements	180,000
Santa Cruz Impact Fee Benefit Area Project	900,000
Sierrita Mountain Rd TWLTL: Hilltop Rd to Viking Street	742,300
Sign Inventory and Panel Replacement Phase II	210,000
Silverbell Rd Blanco Wash Bridge	870,000
South Houghton Road Widening	10,120,000
Sunset Rd: I-10 to River Rd	17,831,695
<b>TRANSPORTATION TOTAL</b>	<b>41,135,227</b>
<b><u>Regional Wastewater Reclamation</u></b>	
Anammox Treatment Process	797,804
Canoa Ranch Sewer Extension	6,314,287
Continental Ranch Pump Station - Second Force Main	11,414,882
Conveyance Odor Control Program Projects FY21/22	1,000
Conveyance Odor Control Program Projects FY22/23	499,000



## SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS

### Fiscal Year 2022/23

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 2022/23 - 2026/27 and Beyond.

Project	FY 2022/23
Conveyance Pump Station Program Projects FY21/22	1,000
Conveyance Pump Station Program Projects FY22/23	999,000
Minor Rehabilitation Projects FY 21/22	974
Minor Rehabilitation Projects FY 22/23	5,999,000
Northwest Outfall Siphon at the Santa Cruz River Rehab	1,316,410
Old Nogales Interc. Aug - New Aerospace Corr Sewer	5,876,511
Sewer Manhole Rehabilitation #12	1,000
Sewer Manhole Rehabilitation Projects - FY 22/23	1,599,000
Sewer Utility Minor Modification Projects 21/22	1,000
Sewer Utility Minor Modification Projects 22/23	99,000
System-Wide Treatment Rehabilitation Program	8,000,000
TRCAB Class A Biosolids	1,000,000
Tres Rios Headworks Biofilter Odor Control	6,700,000
Tres Rios WRF Emergency Backup Power	3,000,000
Tucson Blvd Flow Mgmt Structure & Siphon Inlet Rehab	500,000
<b>REGIONAL WASTEWATER RECLAMATION TOTAL</b>	<b>54,119,868</b> <sup>(1)</sup>
<b>Total Capital Improvement Projects</b>	<b>237,945,767</b>
<b>Less: Fleet Services</b>	<b>(1,600,000)</b>
<b>Less: Information Technology</b>	<b>(5,042,000)</b>
<b>Less: Regional Wastewater Reclamation</b>	<b>(54,119,868)</b>
<b>Total FY 2022/23 Recommended Capital Projects Fund</b>	<b>177,183,899</b>

Note: (1) The total includes projects that are proprietary funds and are excluded from the total Capital Project expenditures.

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## DEVELOPMENT SERVICES

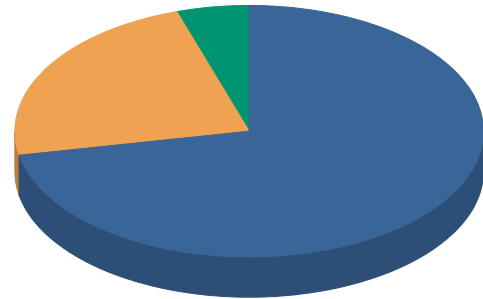
Expenses 7,712,322

Revenues 10,820,055

FTEs 55.95

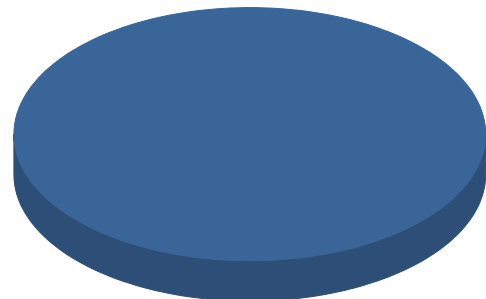
### Expenditures By Program

■ Permitting	72.06%
■ Planning	22.99%
■ Support	4.95%
Total:	100.00%



### Sources of All Funding

■ Department Revenue	100.00%
Total:	100.00%



#### Function Statement:

Provide planning and permitting services, and administer related codes. Assign addresses, review plans, issue permits, perform inspections, and enforce building codes. Provide long range regional planning and policy development efforts.

#### 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. Pima County Code Title 15: Buildings and Construction and Title 18: Zoning

## Department Summary by Program

**Department:** Development Services

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Permitting	4,182,150	4,660,782	5,557,442
Planning	1,697,378	1,685,293	1,772,862
Support	489,958	534,873	382,018
<b>Total Expenditures</b>	<b><u>6,369,486</u></b>	<b><u>6,880,948</u></b>	<b><u>7,712,322</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Permitting	13,513,859	9,045,393	10,068,276
Planning	462,105	318,362	724,729
Support	46,136	26,010	27,050
<b>Total Revenues</b>	<b><u>14,022,100</u></b>	<b><u>9,389,765</u></b>	<b><u>10,820,055</u></b>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(2,280,903)	(3,500)	-
Fund Balance Decrease/(Increase)	(5,371,711)	(2,505,317)	(3,107,733)
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>6,369,486</u></b>	<b><u>6,880,948</u></b>	<b><u>7,712,322</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Permitting	38.00	42.00	45.48
Planning	10.00	7.95	8.48
Support	3.00	4.00	2.00
<b>Total Staffing (FTEs)</b>	<b><u>51.00</u></b>	<b><u>53.95</u></b>	<b><u>55.95</u></b>

## Program Summary

**Department:** Development Services

**Program:** Permitting

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### Function

Permitting ensures building safety, efficiency, and compliance through consolidated construction plan review and inspections. 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 projects. Make zoning determinations, and verify permitted uses and adherence to adopted development standards. Assign addresses and street names, and review minor lot divisions. Review construction plans, issue permits, and collect fees. Schedule inspections and maintain construction records. Provide onsite and remote inspections for code compliance. Apply standards for hillside development, grading, landscaping, and native plant preservation. Review subdivision tentative and final plats, development concept plans, and site construction plans, including sewer improvement plans, septic plans, Right-of-Way use permits, and other specialty permits.

### Program Goals & Objectives

- Provide timely plan review and inspection services
    - At least 80% of building plan reviews are completed within five working days from the submittal date
    - 99% of building inspections are completed on the scheduled inspection date
    - At least 80% of subdivision plat, development concept, and site construction reviews are completed within five working days from the submittal date
  - Provide helpful plan review and inspection services
    - At least 90% of building permit and inspection customers who respond to a survey agree that they are satisfied with their service from Pima County Development Services
    - At least 90% of subdivision plat, development concept, and site construction customers who respond to a survey agree that they are satisfied with their service from Pima County Development Services
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Percent of building plan reviews completed within five working days from submittal date	74%	80%	80%
Percent of building inspections completed on scheduled inspection date	99%	99%	99%
Percent of subdivision plat, development concept, and site construction reviews completed within five working days from submittal date	96%	95%	80%
Percent of building permit and inspection customers agree that they are satisfied with their service from Pima County Development Services	93%	90%	90%
Percent of subdivision plat, development concept, and site construction customers agree that they are satisfied with their service from Pima County Development Services	96%	95%	90%

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## Program Summary

Department: Development Services

Program: Permitting

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	2,791,758	3,197,913	4,034,781
Operating Expenses	1,390,392	1,462,869	1,522,661
<b>Total Program Expenditures</b>	<b><u>4,182,150</u></b>	<b><u>4,660,782</u></b>	<b><u>5,557,442</u></b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Licenses & Permits	12,451,488	8,209,478	9,238,919
Charges for Services	1,034,146	756,956	773,415
Investment Earnings	27,700	73,653	50,530
Miscellaneous Revenue	525	5,306	5,412
<b>Operating Revenue Sub-Total</b>	<b><u>13,513,859</u></b>	<b><u>9,045,393</u></b>	<b><u>10,068,276</u></b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	(3,500)	-
<b>Fund Balance Decrease/(Increase)</b>	(9,331,709)	(4,381,111)	(4,510,834)
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b><u>4,182,150</u></b>	<b><u>4,660,782</u></b>	<b><u>5,557,442</u></b>
<b><u>Program Staffing FTEs</u></b>	<b>38.00</b>	<b>42.00</b>	<b>45.48</b>

## Program Summary

**Department:** Development Services

**Program:** Planning

### Function

Planning provides land use planning services related to the comprehensive plan, rezoning, land use actions, Board of Adjustment and Design Review Committee requests, hearing administrator cases, and zoning code text amendments. Planning also provides code enforcement action oversight.

### Description of Services

Update, amend, and maintain implementation of the comprehensive plan goals, policies, and work plan. Participate in regional and inter-jurisdictional planning efforts. Conduct special planning area studies. Prepare reports, notifications, and analyses on rezoning's, specific plans, and special actions. 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 reports for the Planning & Zoning Commission, Board of Adjustment, and Design Review Committee. Oversee and coordinate zoning code text amendments.

### Program Goals & Objectives

- Provide timely planning services
  - At least 80% of rezoning and comprehensive plan amendment applications are reviewed within 15 working days of submittal
- Provide helpful planning services
  - At least 90% of the rezoning and comprehensive plan amendment customers who responded to a survey agree that they are satisfied with their service from Pima County Development Services

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Percent of rezoning and comprehensive plan amendment applications reviewed within 15 days of submittal	81%	80%	80%
Rezoning and comprehensive plan customers who respond to a survey agree that they are satisfied with their service from Pima County Development Services	100%	90%	90%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	1,315,956	1,310,350	1,438,814
Operating Expenses	381,422	374,943	334,048
<b>Total Program Expenditures</b>	<b><u>1,697,378</u></b>	<b><u>1,685,293</u></b>	<b><u>1,772,862</u></b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Licenses & Permits	34,135	29,131	429,714
Charges for Services	427,526	286,110	291,832
Miscellaneous Revenue	444	3,121	3,183
<b>Operating Revenue Sub-Total</b>	<b><u>462,105</u></b>	<b><u>318,362</u></b>	<b><u>724,729</u></b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	1,235,273	1,366,931	1,048,133
<b>Other Funding Sources</b>	-	-	-

## Program Summary

Department: Development Services

Program: Planning

Total Program Funding	<u>1,697,378</u>	<u>1,685,293</u>	<u>1,772,862</u>
<u>Program Staffing FTEs</u>	10.00	7.95	8.48



## Program Summary

**Department:** Development Services

**Program:** Support

### Function

Provide strategic vision and leadership to the department. Ensure compliance with Arizona Revised Statute mandates, and Pima County administrative and fiscal policy and procedures. Establish and measure 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 and community services as needed or directed by the County Administrator and/or Deputy County Administrator. Ensure departmental operations have the needed information technology support.

### Program Goals & Objectives

- Provide excellent customer service
  - At least 90% of customers who respond to a survey agree that they are satisfied with their service from Pima County Development Services
- Invest in Employees
  - 80% of job openings in Development Services are filled by internal employees
  - 80% of employees are taking advantage of training opportunities
- Provide timely, quality, and cost effective service annually
  - At least 80% of core processes maintain performance or show measurable improvement from the prior year

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Job openings filled by internal employees	43%	80%	60%
Employees taking advantage of training opportunities	50%	80%	80%
Department customers who respond to a survey agree that they are satisfied with their service	95%	90%	90%
Core processes which maintain or show measureable improvement from the prior year	100%	80%	80%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	366,726	406,147	262,031
Operating Expenses	121,710	127,200	118,463
Depreciation	1,522	1,526	1,524
<b>Total Program Expenditures</b>	<b>489,958</b>	<b>534,873</b>	<b>382,018</b>

### Program Funding by Source

<b>Revenues</b>			
Investment Earnings	45,261	26,010	27,050
Miscellaneous Revenue	875	-	-
<b>Operating Revenue Sub-Total</b>	<b>46,136</b>	<b>26,010</b>	<b>27,050</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	(2,280,903)	-	-
<b>Fund Balance Decrease/(Increase)</b>	2,724,725	508,863	354,968
<b>Other Funding Sources</b>	-	-	-

## Program Summary

Department: Development Services

Program: Support

Total Program Funding	489,958	534,873	382,018
Program Staffing FTEs	3.00	4.00	2.00

## ENVIRONMENTAL QUALITY

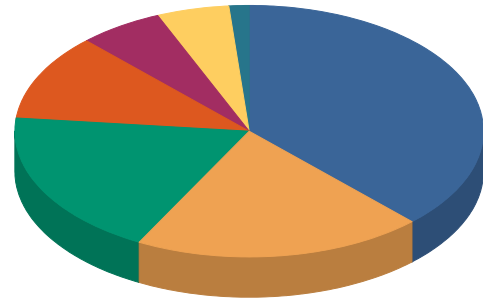
Expenses 6,857,433

Revenues 4,764,362

FTEs 42.00

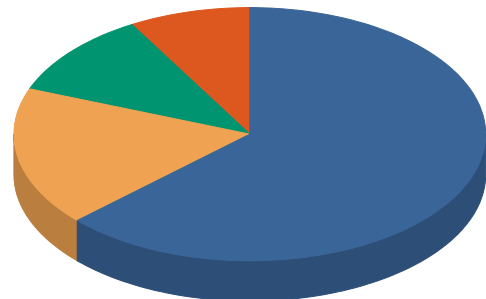
### Expenditures By Program

■ Air	37.90%
■ Solid Waste Management	19.75%
■ Tire Program Management	18.90%
■ Water & Waste	11.16%
■ Code Compliance	5.83%
■ Communications & Outreach	5.13%
■ Administration	1.33%
Total:	100.00%



### Sources of All Funding

■ Department Revenue	62.93%
■ General Fund Support	17.89%
■ Operating Transfers In	10.71%
■ Fund Balance Support	8.47%
Total:	100.00%



### Function Statement:

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 (National Pollutant Discharge Elimination System (NPDES)) permit. Plan, manage, and perform solid waste compliance, closure, and 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. Compliance with Arizona Revised Statutes (ARS) Title 44, Article 8, Waste Tire Disposal to oversee contract for the planning, management, and compliance of the Tire Recycling program.

### Mandates:

EQ-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; Title 17: Air Quality Control; and ARS 49-107: Local Delegation of State Authority. Federal Regulations in Clean Air Act: ARS 49-701-49-881, administrative rules R18-13-201 through R18-13-2703, 40 CFR 258.1 through 258.75, Appendix I, Appendix II to Part 258 and ARS 49 Chapter 3: ARS 49-701-49-881, ARS 44-1301 through 1307, administrative rules R18-13-201 through R18-13-2703, 40 CFR 258.1 through 258.75, Appendix I and Appendix II to Part 258

## Department Summary by Program

**Department:** Environmental Quality

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Administration	499,418	536,324	91,006
Air	2,126,868	2,502,907	2,598,222
Code Compliance	256,167	285,855	400,115
Communications & Outreach	269,471	498,782	352,008
Solid Waste Management	1,067,243	1,346,224	1,354,661
Tire Program Management	1,172,496	1,298,712	1,296,000
Water & Waste	805,135	845,844	765,421
<b>Total Expenditures</b>	<b><u>6,196,798</u></b>	<b><u>7,314,648</u></b>	<b><u>6,857,433</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Administration	40,071	55,500	27,500
Air	2,095,828	2,249,760	2,043,947
Communications & Outreach	359,750	503,000	423,395
Solid Waste Management	1,892	-	-
Tire Program Management	1,270,403	1,306,500	1,296,000
Water & Waste	1,243,212	1,087,560	973,520
<b>Total Revenues</b>	<b><u>5,011,156</u></b>	<b><u>5,202,320</u></b>	<b><u>4,764,362</u></b>
General Fund Support	1,065,351	1,346,224	1,354,661
Net Operating Transfers In/(Out)	733,713	574,604	97,263
Fund Balance Decrease/(Increase)	(613,422)	191,500	641,147
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>6,196,798</u></b>	<b><u>7,314,648</u></b>	<b><u>6,857,433</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administration	5.00	5.00	4.00
Air	19.00	18.73	18.00
Code Compliance	8.00	8.00	9.00
Solid Waste Management	3.00	3.00	3.00
Water & Waste	7.00	7.00	8.00
<b>Total Staffing (FTEs)</b>	<b><u>42.00</u></b>	<b><u>41.73</u></b>	<b><u>42.00</u></b>

## Program Summary

**Department:** Environmental Quality

**Program:** Administration

### Function

Plan, organize, and direct activities of the Department of Environmental Quality (DEQ).

### 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 DEQ operations and activities. Develop DEQ monitoring, permitting, outreach, and enforcement priorities. Represent DEQ at workshops, public meetings, and public hearings.

### Program Goals & Objectives

- Provide timely, efficient, and cost effective delivery of DEQ services
  - Maintain knowledgeable and professional employees by ensuring 100% of employees complete applicable training annually
  - Ensure financial controls and fiscal responsibility

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Monthly DEQ briefings by Finance Departmental Analysis, Grants Management, Revenue Management, and Budget	12	12	12
Percent of employees who completed applicable training	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	434,574	473,230	24,159
Operating Expenses	64,844	63,094	66,847
<b>Total Program Expenditures</b>	<b>499,418</b>	<b>536,324</b>	<b>91,006</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Licenses & Permits	440	-	-
Charges for Services	4,016	-	-
Investment Earnings	31,990	53,000	25,000
Miscellaneous Revenue	3,625	2,500	2,500
<b>Operating Revenue Sub-Total</b>	<b>40,071</b>	<b>55,500</b>	<b>27,500</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	116,275	(83,580)	113,673
<b>Fund Balance Decrease/(Increase)</b>	343,072	564,404	(50,167)
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>499,418</b>	<b>536,324</b>	<b>91,006</b>

<b>Program Staffing FTEs</b>	<b>5.00</b>	<b>5.00</b>	<b>4.00</b>
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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%

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Air monitoring sites operational	34	37	37
Average air monitoring data recovery rate percentage	98%	98%	98%
Stationary source inspections	119	60	60
Stationary source permits issued with revisions	112	292	30
Activity permits issued	319	320	320

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,318,783	1,426,113	1,874,682
Operating Expenses	583,176	751,453	633,000
Capital Equipment > \$5,000	224,909	325,341	90,540
<b>Total Program Expenditures</b>	<b>2,126,868</b>	<b>2,502,907</b>	<b>2,598,222</b>

<b>Program Funding by Source</b>			
<b>Revenues</b>			
Licenses & Permits	1,427,682	1,330,000	1,405,000
Fines & Forfeits	55,000	-	-
Miscellaneous Revenue	31	-	-
<b>Operating Revenue Sub-Total</b>	<b>1,482,713</b>	<b>1,330,000</b>	<b>1,405,000</b>
Intergovernmental	613,115	919,760	638,947
<b>Grant Revenue Sub-Total</b>	<b>613,115</b>	<b>919,760</b>	<b>638,947</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	399,340	380,259	363,997
<b>Fund Balance Decrease/(Increase)</b>	(368,300)	(127,112)	190,278
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>2,126,868</b>	<b>2,502,907</b>	<b>2,598,222</b>

<b>Program Staffing FTEs</b>	<b>19.00</b>	<b>18.73</b>	<b>18.00</b>
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## Program Summary

**Department:** Environmental Quality

**Program:** Code Compliance

### Function

Ensure compliance with Pima County Codes for illegal dumping, zoning, and building codes.

### Description of Services

Develop and conduct investigations regarding compliance with Pima County Codes for illegal dumping, zoning, and building codes including: complaint investigations and surveillance of potential non-compliance; tracking all violations; and developing requests for County Attorney action, including recommending, developing, and executing settlement agreements and consent orders. Conduct illegal dumping remediation projects on public land when responsible party cannot be identified.

### Program Goals & Objectives

- Initiate clean-up and remediation on public lands affected by illegal dumping
  - Investigate a minimum of 500 illegal dumping sites per year
- Investigate and take appropriate action for 100% of zoning and building code complaints

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Solid waste/Illegal dumping sites investigated	464	315	350
Illegal waste removed from public lands (tons)	5	5	5
Zoning and building code complaints investigated	850	849	800
Percent of complaints that have been addressed annually	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	97,001	140,564	253,369
Operating Expenses	159,166	145,291	146,746
<b>Total Program Expenditures</b>	<b>256,167</b>	<b>285,855</b>	<b>400,115</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	281,978	282,143	290,980
<b>Fund Balance Decrease/(Increase)</b>	(25,811)	3,712	109,135
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>256,167</b>	<b>285,855</b>	<b>400,115</b>

<b>Program Staffing FTEs</b>	<b>8.00</b>	<b>8.00</b>	<b>9.00</b>
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## Program Summary

**Department:** Environmental Quality

**Program:** Communications & Outreach

### Function

Assist in the implementation of federal, state, and local air quality, water quality, 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. Ensure public information and public meetings provide appropriate opportunities for public input.

### Program Goals & Objectives

- Maintain and protect the air quality of Pima County through business and community outreach and education events
  - Number of community education events instituted is greater than 200 annually
- Encourage waste reduction and recycling through community outreach and education events
  - Reduce the amount of printed materials by achieving a minimum of 100,000 webpage views by encouraging use of Pima County Department of Environmental Quality webpages for information on environmental protection

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Community education events instituted	197	160	190
Informational materials distributed	36,964	10,000	15,000
Pima County Department of Environmental Quality webpage views	148,872	100,000	100,000

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	118,678	200,827	121,539
Operating Expenses	150,793	297,955	230,469
<b>Total Program Expenditures</b>	<b>269,471</b>	<b>498,782</b>	<b>352,008</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Intergovernmental	351,811	503,000	423,395
Miscellaneous Revenue	7,939	-	-
<b>Grant Revenue Sub-Total</b>	<b>359,750</b>	<b>503,000</b>	<b>423,395</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	(64,008)	(4,218)	(71,387)
<b>Fund Balance Decrease/(Increase)</b>	(26,271)	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>269,471</b>	<b>498,782</b>	<b>352,008</b>



## 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. 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.

### Program Goals & Objectives

- Provide the mandated solid waste disposal facilities for county residents and businesses while maintaining environmental compliance with permit conditions
  - 100% of Arizona Department of Environmental Quality (ADEQ) inspections are in compliance
  - 100% of annual reports required are submitted to ADEQ
  - 100% of wells and gas probes are monitored on schedule
  - Perform remedial activities when necessary at historical sites
  - Manage operation of one landfill and three transfer stations

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Operational landfills managed - Ajo	1	1	1
Operational transfer stations managed - Sahuarita, Catalina, Ryan Field	3	3	3
Remediation landfills - El Camino del Cerro	1	1	1
Landfills in closure process - Ina	1	1	1
Landfills temporarily closed - Sahuarita	1	1	1
Landfills in post closure care - Tangerine	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	53	53	53
Percent of ADEQ inspection compliance	100%	100%	100%
Percent of annual reports submitted to ADEQ	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	184,041	262,661	286,834
Operating Expenses	883,202	1,083,563	1,067,827
<b>Total Program Expenditures</b>	<b>1,067,243</b>	<b>1,346,224</b>	<b>1,354,661</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Miscellaneous Revenue	1,892	-	-
<b>Operating Revenue Sub-Total</b>	<b>1,892</b>	<b>-</b>	<b>-</b>
<b>General Fund Support</b>	<b>1,065,351</b>	<b>1,346,224</b>	<b>1,354,661</b>

## Program Summary

Department: Environmental Quality  
Program: Solid Waste Management

Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>1,067,243</u>	<u>1,346,224</u>	<u>1,354,661</u>
Program Staffing FTEs	3.00	3.00	3.00

## Program Summary

**Department:** Environmental Quality

**Program:** Tire Program Management

### Function

Operate the Pima County Tire Program in compliance with Arizona Revised Statue Title 44, Article 8, Waste Tire Disposal.

### Description of Services

Provide the residents and businesses in Pima County with a facility for disposing of (recycling) their waste tires. Pima County has contracted with Crumb Rubber Manufacturers (CRM) to operate the waste tire collection site and recycle the waste tires.

### Program Goals & Objectives

- Provide long term waste tire recycling with the continued renewal options of the CRM contract through 2028
  - Manage the operation of one waste tire collection site
  - 100% of Arizona Department of Environmental Quality (ADEQ) inspections are in compliance
  - 100% of annual reports are submitted to ADEQ

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Waste tires received	908,491	925,000	900,000
Waste tires recycled	907,156	925,000	900,000
ADEQ inspection compliance	100%	100%	100%
Annual reports submitted to ADEQ	100%	100%	100%
Operational tire collection sites managed - Ina Road	1	1	1

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	8,975	9,615	6,645
Operating Expenses	1,163,521	1,289,097	1,289,355
<b>Total Program Expenditures</b>	<b>1,172,496</b>	<b>1,298,712</b>	<b>1,296,000</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Intergovernmental	1,254,995	1,280,000	1,280,000
Investment Earnings	15,408	26,500	16,000
<b>Operating Revenue Sub-Total</b>	<b>1,270,403</b>	<b>1,306,500</b>	<b>1,296,000</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	(600,000)
<b>Fund Balance Decrease/(Increase)</b>	(97,907)	(7,788)	600,000
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>1,172,496</b>	<b>1,298,712</b>	<b>1,296,000</b>

## Program Summary

**Department:** Environmental Quality

**Program:** Water & Waste

### Function

The Water & Waste division of the Department of Environmental Quality implements the following: federal, state, and local regulations regarding water, wastewater, onsite disposal systems, and solid waste within Pima County; and storm water management programs and conduct storm water sampling pursuant to Pima County's Municipal Separate Storm Sewer System (National Pollutant Discharge Elimination System) 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 NPDES permit. Conduct private well testing in the Environmental Protection Agency superfund area.

### Program Goals & Objectives

- Educate and inform small privately owned water companies of water programs and water quality issues
  - Conduct a minimum of 60 sanitary surveys
- Ensure the proper construction and operation of water, wastewater, and onsite disposal systems
- Comply with Arizona Department of Environmental Quality permit requirements for the NPDES permit
  - 100% of required and obtainable number of samples are collected for storm water events

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Sanitary surveys conducted	56	55	75
Septic site suitability and final inspections performed	615	750	725
Liquid waste haulers inspected	38	38	38
Solid waste haulers inspected	19	19	19
Resource Conservation and Recovery Act inspections	31	25	20
Aquatic facilities inspections	38	35	45
Required number of obtainable samples collected for storm water events	66%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	610,883	659,723	610,301
Operating Expenses	194,252	186,121	155,120
<b>Total Program Expenditures</b>	<b>805,135</b>	<b>845,844</b>	<b>765,421</b>

### Program Funding by Source

<b>Revenues</b>			
Licenses & Permits	1,229,724	1,070,560	973,520
Charges for Services	3,060	-	-
Miscellaneous Revenue	10,428	17,000	-
<b>Operating Revenue Sub-Total</b>	<b>1,243,212</b>	<b>1,087,560</b>	<b>973,520</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	128	-	-
<b>Fund Balance Decrease/(Increase)</b>	(438,205)	(241,716)	(208,099)
<b>Other Funding Sources</b>	-	-	-

## Program Summary

Department: Environmental Quality

Program: Water & Waste

Total Program Funding	805,135	845,844	765,421
Program Staffing FTEs	7.00	7.00	8.00

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## NATURAL RESOURCES, PARKS & RECREATION

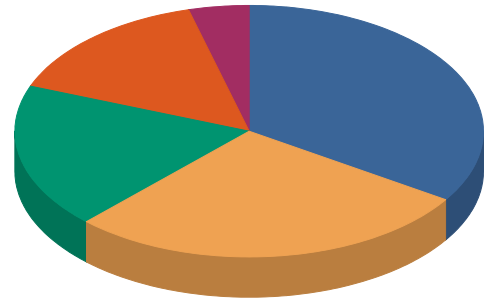
Expenses 28,894,564

Revenues 2,673,275

FTEs 282.38

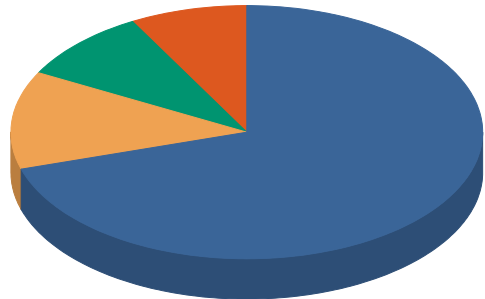
### Expenditures By Program

■ Natural Resource Parks	34.07%
■ Operations	28.17%
■ Recreation	18.66%
■ Departmental Services	14.95%
■ Planning	4.15%
Total:	100.00%



### Sources of All Funding

■ General Fund Support	70.17%
■ Fund Balance Support	12.59%
■ Department Revenue	9.16%
■ Operating Transfers In	8.08%
Total:	100.00%



#### Function Statement:

Manage Pima County's 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:

In 1948, the Pima County Board of Supervisors (Board) enacted a resolution to create a department of Parks and Recreation to conduct after-school programs. Every year for the past seventy-two (72) years, money has been approved in the budget to provide parks & recreation programming for the citizens of Pima County. ARS 11-932 allows the Board to acquire lands for Park purpose and authority to designate a Park; ARS 11-934 allows the County to establish a Parks Commission or allows the Board to retain the authority; ARS 11-935 outlines Powers and Duties of Parks Commission

## Department Summary by Program

**Department:** Natural Resources, Parks & Recreation

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Departmental Services	2,177,684	3,418,625	4,319,942
Natural Resource Parks	7,804,581	8,319,806	9,846,825
Operations	7,200,123	7,118,356	8,138,203
Planning	249,414	1,117,319	1,198,188
Recreation	3,847,644	5,124,567	5,391,406
Special Projects/Trades Division	990,688	1,138,390	-
<b>Total Expenditures</b>	<b><u>22,270,134</u></b>	<b><u>26,237,063</u></b>	<b><u>28,894,564</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Departmental Services	8,913	1,400	600
Natural Resource Parks	1,477,707	1,254,100	1,865,000
Operations	217,673	326,975	214,475
Planning	75,945	28,500	12,200
Recreation	413,966	581,000	581,000
Special Projects/Trades Division	7,763	4,000	-
<b>Total Revenues</b>	<b><u>2,201,967</u></b>	<b><u>2,195,975</u></b>	<b><u>2,673,275</u></b>
General Fund Support	16,353,582	19,010,852	20,491,593
Net Operating Transfers In/(Out)	33,099	1,898,081	2,053,490
Fund Balance Decrease/(Increase)	3,681,486	3,132,155	3,676,206
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>22,270,134</u></b>	<b><u>26,237,063</u></b>	<b><u>28,894,564</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Departmental Services	13.70	19.31	20.06
Natural Resource Parks	39.60	45.49	45.32
Operations	111.50	114.00	135.00
Planning	2.00	2.50	2.50
Recreation	69.10	81.20	79.50
Special Projects/Trades Division	23.50	23.00	-
<b>Total Staffing (FTEs)</b>	<b><u>259.40</u></b>	<b><u>285.50</u></b>	<b><u>282.38</u></b>



## 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, including, but not limited to County leased properties. Ensure appropriate compliance with federal, state, and local government requirements and regulations on environmental issues.

### Program Goals & Objectives

- Provide timely, helpful, and accurate service to customers
  - 100% first contact resolution
- Deliver Parks Renewal Fund projects within schedule and budget
  - Monitor and control scope changes and impact to schedule

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Percent of calls from public resolved at first contact	94%	92%	97%
Project schedules are updated with scope changes	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,136,667	1,456,905	1,692,526
Operating Expenses	1,013,823	1,841,720	2,562,416
Capital Equipment > \$5,000	27,194	120,000	65,000
<b>Total Program Expenditures</b>	<b>2,177,684</b>	<b>3,418,625</b>	<b>4,319,942</b>

### Program Funding by Source

#### Revenues

Licenses & Permits	170	-	-
Charges for Services	28	-	-
Fines & Forfeits	38	-	-
Miscellaneous Revenue	6,851	-	-

<b>Operating Revenue Sub-Total</b>	<b>7,087</b>	<b>-</b>	<b>-</b>
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Investment Earnings	769	1,400	600
Miscellaneous Revenue	1,057	-	-

<b>Special Programs Revenue Sub-Total</b>	<b>1,826</b>	<b>1,400</b>	<b>600</b>
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<b>General Fund Support</b>	<b>2,180,524</b>	<b>3,162,523</b>	<b>4,135,481</b>
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<b>Net Operating Transfers In/(Out)</b>	<b>25,897</b>	<b>60,316</b>	<b>8,215</b>
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## Program Summary

Department: Natural Resources, Parks & Recreation

Program: Departmental Services

Fund Balance Decrease/(Increase)	(37,650)	194,386	175,646
Other Funding Sources	-	-	-
Total Program Funding	<u>2,177,684</u>	<u>3,418,625</u>	<u>4,319,942</u>
<u>Program Staffing FTEs</u>	13.70	19.31	20.06

# Program Summary

**Department:** Natural Resources, Parks & Recreation

**Program:** Natural Resource Parks

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## Function

The Natural Resources (NR) Division is responsible for planning, land management, conservation, and public education activities on nearly 200 properties totaling over 250,000 acres. This diverse land portfolio includes open space lands, mountain and regional parks, and working cattle ranches that together help meet the goals and objectives of the Sonoran Desert Conservation Plan.

## Description of Services

The NR Division has five sections: Environmental Education, Restoration, Ranch Management, Parks Management, and Special Projects. Together these sections conserve and enhance the natural and cultural resources under division management, as well as provide opportunities for the public to engage with these resources. The Environmental Education section provides a variety of educational and interpretive opportunities for diverse audiences and communities to instill a greater understanding and appreciation for the natural resource treasures of our region. The Restoration section implements research and restoration activities that protect and enhance natural resources on NR managed lands. Ranch Management focuses on the 14 cattle ranches under County management, and ensures a balance between ranching activities and land health. The Parks Management section manages key County natural resource park assets (e.g., Tucson Mountain Park, Colossal Cave Mountain Park, and Agua Caliente Regional Park) for public enjoyment and environmental protection. Both the Ranch and Parks Management sections manage properties for the Regional Flood Control District through a memorandum of understanding. The Special Projects staff work across all NR managed properties to ensure the proper functioning of and accounting for a wide range of County assets including buildings, wells, roads, and other infrastructure. All NR staff provide other County staff with technical advice and direction related to projects potentially impacting native flora and fauna on County open-space lands.

## Program Goals & Objectives

- Educate the public about the natural environment to help ensure an informed and active citizenry
    - Update existing or develop new programs to increase the level of public participation in environmental and conservation education
  - Manage natural resource parks, ranches, and open-space lands consistent with the goals and objectives of the Sonoran Desert Conservation Plan and Multi-species Conservation Plan
    - Develop an invasive plant species strategy and continue to implement various methods of removal of target species, especially buffelgrass at priority sites
    - Plan, implement, and maintain key restoration activities and monitor results
    - Maintain rangelands in good ecological condition, ensure rangeland health standards are met and grazing guidelines are followed, and that fair and consistent ranch management agreements are maintained with our ranch partners
    - Monitor properties and conservation easements for compliance with restrictive covenants
    - Develop resource management plans for properties allocated as mitigation lands
  - Maintain infrastructure to ensure resource protection and a safe environment for people using open-space lands
    - Maintain an up-to-date database of infrastructure assets and address infrastructure maintenance needs in a manner that protects those assets and keeps maintenance costs to a minimum
    - Provide safe and clean facilities at select recreation sites
-

## Program Summary

**Department:** Natural Resources, Parks & Recreation

**Program:** Natural Resource Parks

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Number of people reached through environmental education activities	16,927	18,100	25,105
Comprehensive management plans completed	0	1	0
Number of properties monitored for compliance with restrictive covenants	61	12	61
Acres of invasive plants treated and/or removed	1,941	2,500	2,800
Number of infrastructure assets maintained	90	108	59
Number of restoration projects completed on natural resource parks and ranches	27	29	28
Number of Acres Ecological Trend/Utilization/Drought Monitored on Ranches	174,427	174,427	174,427
<b>Program Expenditures by Object</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
Personnel Services	2,128,048	2,891,178	3,348,613
Operating Expenses	5,253,201	5,278,628	6,348,212
Capital Equipment > \$5,000	423,332	150,000	150,000
<b>Total Program Expenditures</b>	<b>7,804,581</b>	<b>8,319,806</b>	<b>9,846,825</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Charges for Services	431,304	209,500	308,000
Miscellaneous Revenue	41,471	33,000	47,000
<b>Operating Revenue Sub-Total</b>	<b>472,775</b>	<b>242,500</b>	<b>355,000</b>
Charges for Services	149,042	132,000	231,000
Investment Earnings	27,968	31,100	16,900
Miscellaneous Revenue	663,066	513,500	820,500
<b>Special Programs Revenue Sub-Total</b>	<b>840,076</b>	<b>676,600</b>	<b>1,068,400</b>
Intergovernmental	7,981	35,000	-
Investment Earnings	306	-	-
Miscellaneous Revenue	156,569	300,000	441,600
<b>Grant Revenue Sub-Total</b>	<b>164,856</b>	<b>335,000</b>	<b>441,600</b>
<b>General Fund Support</b>	<b>2,622,370</b>	<b>3,279,758</b>	<b>3,512,493</b>
<b>Net Operating Transfers In/(Out)</b>	<b>429,504</b>	<b>1,837,765</b>	<b>2,045,275</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>3,275,000</b>	<b>1,948,183</b>	<b>2,424,057</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>7,804,581</b>	<b>8,319,806</b>	<b>9,846,825</b>
<b>Program Staffing FTEs</b>	<b>39.60</b>	<b>45.49</b>	<b>45.32</b>

## Program Summary

**Department:** Natural Resources, Parks & Recreation

**Program:** Operations

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### Function

Manage, operate, and maintain Pima County's Urban Park System that provides vital green space and vegetative buffers to developments and subdivisions while allowing for the public to be physically and socially active. Provide lighted ball courts/fields, picnic areas/ramada's, and playgrounds for recreational, social and sports activities. Manage Special Projects/Trades to provide skilled technical services (electrical, plumbing, construction) to maintain existing Natural Resources, Parks and Recreation (NRPR) properties, Pima County attractions, and related utility infrastructures. Build new parks, trailheads, and 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

Manage, operate, and maintain 41 parks with 98 ball fields (69 lighted) while coordinating with various sports organizations using our ball fields. Maintain 90 reservable ramadas, 2 non-reservable ramadas, and 43 playgrounds to the American Standards for Testing and Materials (ASTM) standards, and Consumer Product Safety Commission (CPSC) guidelines. Manage and maintain 141 miles of paved and soft paths in the Chuck Huckelberry Loop multi-use trail system. Manage and maintain 11 miles of paved paths at 19 urban parks. Maintain comprehensive turf management program at 16 parks and 63 heavily used ballfields. Update, coordinate, and adhere to division safety program. Provide skilled technical services (electrical, plumbing, construction) for NRPR and other Pima County departments, including Regional Flood Control District, Office of Sustainability and Conservation, Pima County Department of Transportation, Regional Wastewater Reclamation Department, Real Property Services, and Attractions and Tourism.

### Program Goals & Objectives

- Annually replace a minimum of one outdated and inefficient irrigation systems with more efficient and effective irrigation systems, implement water harvesting techniques in future plans and retrofit in select locations where damage to existing plants and roots will be minimal
  - Develop capital replacement program for playground structures to ASTM standards and CPSC guidelines
  - Develop cyclical maintenance programs for asphalt pathways, parking lots, and park entrance roads
  - Replace and/or renovate our ball field bleachers to current safety codes
  - 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
    - Renovate one ball field lighting system annually
  - Develop funded cyclical maintenance programs for the County's ball fields, buildings, and other infrastructure
    - Sport Court resurfacing program for basketball and tennis courts
    - Ball field fence line repair and replacement program
  - Remove graffiti at our parks within 48 hours
  - Average 12 days to complete service requests
- 

Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
Paved miles of river parks; urban park paths maintained	141	146	150
Ball fields operated and maintained	98	98	98
Lighted ball fields operated and maintained	68	69	69
Urban parks operated and maintained	40	41	41
Playgrounds operated, maintained, and inspected	40	43	43
Sport court resurfacing	3	3	3
Graffiti removed within 48 hours of being reported	95%	90%	90%
Average days to complete service requests	10	12	12

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## Program Summary

Department: Natural Resources, Parks & Recreation

Program: Operations

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	4,094,780	4,742,708	5,447,862
Operating Expenses	3,060,374	2,370,648	2,640,341
Capital Equipment > \$5,000	44,969	5,000	50,000
<b>Total Program Expenditures</b>	<b>7,200,123</b>	<b>7,118,356</b>	<b>8,138,203</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Licenses & Permits	270	-	650
Charges for Services	112,205	231,775	145,625
Fines & Forfeits	11	-	-
Miscellaneous Revenue	105,187	95,200	68,200
<b>Operating Revenue Sub-Total</b>	<b>217,673</b>	<b>326,975</b>	<b>214,475</b>
<b>General Fund Support</b>	6,979,690	6,785,381	7,898,728
<b>Net Operating Transfers In/(Out)</b>	2,760	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	6,000	25,000
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>7,200,123</b>	<b>7,118,356</b>	<b>8,138,203</b>
<b><u>Program Staffing FTEs</u></b>	<b>111.50</b>	<b>114.00</b>	<b>135.00</b>

## 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 park in-lieu fees program. Plan, design, and construct recreational trails consistent with the Pima Regional Trails System Master Plan (PRTSMP).

### Description of Services

Administer all aspects of the PRTSMP. 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 and technical assistance to other jurisdictions. 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.

### Program Goals & Objectives

- Secure trail corridors, park land, and open space through development review and other applicable processes
- Implement and periodically update the PRTSMP
- Upload project documents to the agency's Geographic Information System
- Resolve access challenges to the public lands that surround Tucson
- Design and develop public trail facilities on newly acquired open space properties

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
PRTSMP consistently and regularly applied (checked monthly)	100%	100%	100%
Challenges to newly acquired public lands assessed within 90 days	100%	100%	100%
Public facilities designed on newly acquired open space properties (checked quarterly)	yes	yes	yes
Regional Trail concepts generated (checked monthly)	100%	100%	100%
Development plan reviews completed within 72 hours	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	193,532	277,274	295,362
Operating Expenses	55,882	840,045	902,826
<b>Total Program Expenditures</b>	<b>249,414</b>	<b>1,117,319</b>	<b>1,198,188</b>

### Program Funding by Source

<b>Revenues</b>			
Charges for Services	178	-	-
<b>Operating Revenue Sub-Total</b>	<b>178</b>	<b>-</b>	<b>-</b>
Investment Earnings	12,766	28,500	12,200
Miscellaneous Revenue	63,001	-	-
<b>Special Programs Revenue Sub-Total</b>	<b>75,767</b>	<b>28,500</b>	<b>12,200</b>

## Program Summary

Department: Natural Resources, Parks & Recreation

Program: Planning

General Fund Support	181,805	126,733	134,485
Net Operating Transfers In/(Out)	(422,372)	-	-
Fund Balance Decrease/(Increase)	414,036	962,086	1,051,503
Other Funding Sources	-	-	-
Total Program Funding	<u>249,414</u>	<u>1,117,319</u>	<u>1,198,188</u>
Program Staffing FTEs	2.00	2.50	2.50



## Program Summary

**Department:** Natural Resources, Parks & Recreation

**Program:** Recreation

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### Function

Operate and maintain recreation and community centers, swimming pools, art and leisure classes, Mike Jacob Sports Park, and shooting ranges. Operate and maintain all parks and recreation elements in Ajo, AZ. Provide permitting for special uses and field uses on Natural Resources, Parks & Recreation (NRPR) properties.

### Description of Services

Provide activities to meet the unique interests of various age groups and populations, and offer age-appropriate, supervised activities in a welcoming and safe environment. Provide special interest classes, workshops, swimming classes, lifeguard and water safety instructor certification classes, sporting events, skill contests, teen and senior citizen enrichment programs, outdoor education, shooting sports education and training, community nutrition programs, related social services, and special events. Offer room rentals, performing arts space, and cooperative management of joint-use facilities. Provide permitting and fee collection for third-party special events and sport field rentals. Coordinate and provide facility maintenance for swimming pools, shooting ranges, community centers, Ajo parks, and Mike Jacob Sports Park.

### Program Goals & Objectives

- Provide safe, modern, recreation facilities within existing resources
    - Identify and repair building and infrastructure issues on a regular basis
    - Complete 85% of routine aquatics and building repairs within two weeks
  - Meet the recreational needs of NRPR's service population in Pima County
    - Offer recreation programs at community centers, swimming pools, shooting ranges, and other venues
    - Recreation/community center participants greater than 100,000 annually
    - Aquatics program participants greater than 100,000 annually
    - Shooting range users greater than 25,000 annually
    - Annual volunteer hours greater than 7,000 annually
  - Trained professional staff and volunteers
    - Provide mandatory and optional training opportunities
    - Hold a minimum of 2 staff safety training seminars annually
  - Provide a safe environment at all locations and properly document activities and issues
    - Maintain accident reporting and remediation documentation
    - Report 85% of accidents within 2 days of incident
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Recreation/community center participants	13,218	65,000	65,000
Aquatics program participants	30,143	60,000	60,000
Shooting range users	23,830	30,000	30,000
Annual volunteer hours	7,187	8,000	9,000
Staff safety training seminars held bi-annually and as needed	1	2	4
Accidents reported within two days	100%	90%	90%
Routine aquatics and building repairs completed within two weeks	90%	90%	90%

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## Program Summary

Department: Natural Resources, Parks & Recreation

Program: Recreation

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	2,807,048	4,071,172	4,331,893
Operating Expenses	925,321	1,053,395	1,049,513
Capital Equipment > \$5,000	115,275	-	10,000
<b>Total Program Expenditures</b>	<b>3,847,644</b>	<b>5,124,567</b>	<b>5,391,406</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Charges for Services	392,481	573,400	573,400
Fines & Forfeits	41	-	-
Investment Earnings	2,153	-	-
Miscellaneous Revenue	19,291	7,600	7,600
<b>Operating Revenue Sub-Total</b>	<b>413,966</b>	<b>581,000</b>	<b>581,000</b>
<b>General Fund Support</b>	<b>3,436,368</b>	<b>4,543,567</b>	<b>4,810,406</b>
<b>Net Operating Transfers In/(Out)</b>	<b>(2,690)</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>3,847,644</b>	<b>5,124,567</b>	<b>5,391,406</b>
<b><u>Program Staffing FTEs</u></b>	<b>69.10</b>	<b>81.20</b>	<b>79.50</b>

## Program Summary

**Department:** Natural Resources, Parks & Recreation

**Program:** Special Projects/Trades Division

### Function

Effective fiscal year 2022/23, this program has consolidated into the Operations group. The re-organization of the trades unit under the Operations division will provide increased efficiency as new management will hold staff accountable for completing all Natural Resources, Parks & Recreation (NRPR) projects on time and on budget.

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
NRPR properties and infrastructure built, maintained, repaired, or restored	160	150	n/a
Average days to complete services requests	12	7	n/a
Percent of preventative maintenance done on schedule	84%	85%	n/a
Percent of facilities that track repair costs	98%	100%	n/a

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	605,551	751,382	-
Operating Expenses	385,137	369,008	-
Capital Equipment > \$5,000	-	18,000	-
<b>Total Program Expenditures</b>	<b>990,688</b>	<b>1,138,390</b>	<b>-</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Miscellaneous Revenue	5,299	-	-
<b>Operating Revenue Sub-Total</b>	<b>5,299</b>	<b>-</b>	<b>-</b>
Miscellaneous Revenue	2,464	4,000	-
<b>Special Programs Revenue Sub-Total</b>	<b>2,464</b>	<b>4,000</b>	<b>-</b>
<b>General Fund Support</b>	<b>952,825</b>	<b>1,112,890</b>	<b>-</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>30,100</b>	<b>21,500</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>990,688</b>	<b>1,138,390</b>	<b>-</b>

<b><u>Program Staffing FTEs</u></b>	<b>23.50</b>	<b>23.00</b>	<b>-</b>
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## OFFICE OF SUSTAINABILITY & CONSERVATION

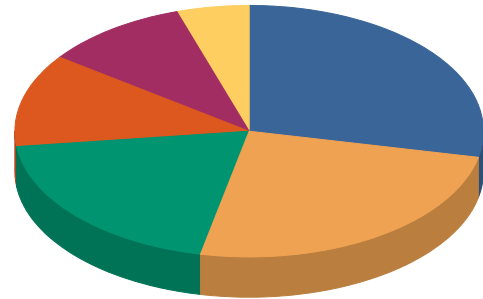
Expenses 1,910,872

Revenues 24,000

FTEs 17.00

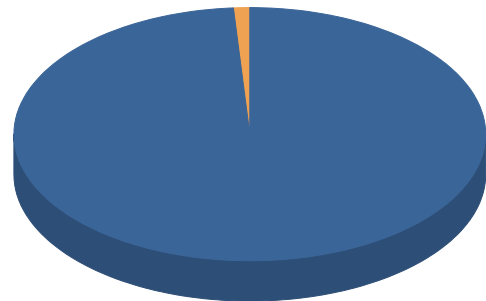
### Expenditures By Program

Office of Sustainability & Conservation	28.37%
Conservation Science	25.02%
Cultural Resources & Historic Preservation	19.64%
Multi-Species Conservation Plan Section 10	12.01%
Sustainability Programs	9.99%
Water Policy Office	4.97%
Total:	100.00%



### Sources of All Funding

General Fund Support	98.75%
Department Revenue	1.25%
Total:	100.00%



### Function Statement:

Provide leadership, technical expertise, and guidance in the implementation and advancement of Pima County Board of Supervisors adopted policies and other state, federal, and local regulations that promote the regions environmental, social, and economic well-being by focusing on the preservation of the County's cultural and natural heritage; sustainability of County operations; and renewable, sustainable management of County water resources.

### Mandates:

Endangered Species Act 16 USC 1539(a)(1)(B) Permit No. TE84356A-0; National Historic Preservation Act of 1966, PL 89-665; Arizona Governor Executive Order 2007-10 Drought Declaration for the State of Arizona; ARS 41-841 - Arizona Antiquities Act; ARS 41-844 - Arizona Burial Protection Law; Pima County Code 8.70 Drought Response Plan & Water Wasting; Pima County Code 18.63 Historic Zone; Pima County Code 18.81 Grading Ordinance; Pima County Code 18.91 Rezoning Procedures; BOS Policy C. 3.17 Protection of Cultural Resources; BOS Policy C. 3.20 Protection & Management of County Conservation Lands; BOS Policy F. 54.9 Water Rights Acquisition, Protection and Management; BOS 1998-250 Sonoran Desert Conservation Plan; BOS 2001-263 State Historic Preservation Office Intergovernmental Agreement; BOS 2018-2025 Sustainable Action Plan for County Operations

## Department Summary by Program

**Department:** Office of Sustainability & Conservation

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Conservation Science	389,471	411,793	478,190
Cultural Resources & Historic Preservation	303,597	383,036	375,275
Multi-Species Conservation Plan Section 10	210,447	211,921	229,478
Office of Sustainability & Conservation	516,407	530,372	541,950
Sustainability Programs	187,377	186,913	190,991
Water Policy Office	66,429	64,857	94,988
<b>Total Expenditures</b>	<b><u>1,673,728</u></b>	<b><u>1,788,892</u></b>	<b><u>1,910,872</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Cultural Resources & Historic Preservation	112	200	200
Multi-Species Conservation Plan Section 10	2,160	3,800	3,800
Office of Sustainability & Conservation	20,000	20,000	20,000
<b>Total Revenues</b>	<b><u>22,272</u></b>	<b><u>24,000</u></b>	<b><u>24,000</u></b>
General Fund Support	1,637,379	1,764,892	1,888,672
Net Operating Transfers In/(Out)	-	-	(1,800)
Fund Balance Decrease/(Increase)	14,077	-	-
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b><u>1,673,728</u></b>	<b><u>1,788,892</u></b>	<b><u>1,910,872</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Conservation Science	3.90	3.90	4.00
Cultural Resources & Historic Preservation	3.00	3.00	3.00
Multi-Species Conservation Plan Section 10	2.00	2.00	2.00
Office of Sustainability & Conservation	4.00	4.00	4.00
Sustainability Programs	2.00	2.00	2.00
Water Policy Office	2.00	2.00	2.00
<b>Total Staffing (FTEs)</b>	<b><u>16.90</u></b>	<b><u>16.90</u></b>	<b><u>17.00</u></b>

## Program Summary

**Department:** Office of Sustainability & Conservation

**Program:** Conservation Science

### Function

Provide leadership, technical expertise, and guidance in the conservation, protection, and management of the County's natural resource heritage. Advance the use of the best available science and facilitate implementation of the County's policies for the natural environment, including the Sonoran Desert Conservation Plan (SDCP) and its biological goal to maintain the continued existence of native plants and animals in healthy ecosystems. Oversee implementation of the County's Ecological Monitoring Program and ensure it conforms to requirements of the County's federal Multi-Species Conservation Plan Section 10 Permit No. TE84356A-0.

### Description of Services

Integrate the best available science into development and implementation of programs and procedures that promote the continued existence of native plants and animals in healthy ecosystems. Work inter-departmentally to align resource conservation and management on County conservation properties. Ensure County Capital Improvement Program (CIP) projects do not conflict with the Sonoran Desert Conservation Plan biological goal. Review and comment on undertakings by federal, state, and other jurisdictions upon request. Oversee implementation of the Pima County Ecological Monitoring Program and ensure it complies with requirements of the federal Multi-Species Conservation Plan Section 10 Permit No. TE84356A-0 permit. Collect field data, monitor, and report on long-term health of key resource elements on County conservation properties. Curate field data for long-term use and viability. Inform and educate County staff and the community about the regions natural resource heritage.

### Program Goals & Objectives

- Ensure County CIP projects do not conflict with SDCP biological goal
  - Number of County CIP projects reviewed
- Collect ecological field data on County conservation properties and monitor long-term conditions
  - Number of County conservation properties where data was collected for implementation of the Ecological Monitoring Plan
  - Number of staff days spent collecting field data for the Ecological Monitoring Program
- Inter-departmental coordination will minimize natural resource management conflicts on County conservation properties, maximize synergies, and avoid redundant expenditures
  - Convene a minimum of 8 inter-departmental natural resource management coordination meetings per year

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Inter-department management resource coordination meetings	4	8	8
County conservation properties where Ecological Monitoring Program data was collected	57	32	22
Staff days spent collecting field data for Ecological Monitoring Program	110	251	98
County CIP projects reviewed	8	8	10

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	294,667	312,846	358,829
Operating Expenses	94,804	98,947	119,361
<b>Total Program Expenditures</b>	<b>389,471</b>	<b>411,793</b>	<b>478,190</b>
<b>General Fund Support</b>	389,471	411,793	478,190
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-

## Program Summary

Department: Office of Sustainability & Conservation

Program: Conservation Science

Total Program Funding	389,471	411,793	478,190
Program Staffing FTEs	3.90	3.90	4.00



## Program Summary

**Department:** Office of Sustainability & Conservation

**Program:** Cultural Resources & Historic Preservation

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### Function

Provide leadership, technical expertise, and guidance in the conservation, protection, and preservation of the County's cultural and historic heritage. Advance and facilitate implementation of cultural and historic resource related Pima County's Board-adopted policies, including the Sonoran Desert Conservation Plan (SDCP), and Policy C 3.17-Protection of Cultural Resources. Ensure County projects achieve regulatory compliance with County, federal, and state cultural and historic preservation laws and policies and provide technical assistance to private sector development.

### Description of Services

Develop and implement programs and policies that protect and preserve cultural and historic resources and other cultural assets. Ensure all County projects achieve compliance with applicable County, federal, and state legal requirements. Provide technical assistance to private sector development projects to facilitate compliance with applicable County, federal, and state regulatory requirements. Manage and protect County-owned cultural and historic resources. Procure and administer grants to advance cultural and historic heritage preservation. Review and comment on undertakings by federal, state, and other jurisdictions upon request. Inform and educate County staff and the community about the regions cultural and historical heritage. Inventory, evaluate, and monitor cultural resources on County conservation properties.

### Program Goals & Objectives

- Inventory, manage, and monitor cultural resources on County conservation properties
    - Inventory a minimum of 500 acres of County conservation land
    - Monitor a minimum of 10 SDCP Priority Cultural Resource sites
  - Private sector development projects receive technical guidance to facilitate compliance with federal, state, and local historic preservation laws and policies
    - Number of private sector development projects that received technical guidance
  - County projects achieve compliance with federal, state, and local historic preservation laws and policies
    - Number of County projects that fulfilled compliance requirements
    - Number of County projects where compliance actions are in progress
  - Apply for Certified Local Government (CLG) grants as allowed by Arizona State Parks
    - Number of CLG grant applications submitted
  - Inform staff and the community about the cultural and historic heritage of Pima County
    - Give a minimum of six educational presentations
    - Complete a minimum of five interpretative projects
- 

Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
County projects that achieved compliance	394	400	425
County projects compliance in-progress	225	250	250
Private sector projects receiving technical assistance	136	135	100
Acres of County conservation properties inventoried	1,748	1,000	1,000
SDCP Priority Cultural Resource sites monitored	9	10	10
CLG grant applications submitted	1	1	1
Educational presentations given	7	6	10
Interpretative projects completed	6	5	10

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## Program Summary

Department: Office of Sustainability & Conservation

Program: Cultural Resources & Historic Preservation

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	250,421	289,771	299,771
Operating Expenses	53,176	93,265	75,504
<b>Total Program Expenditures</b>	<b>303,597</b>	<b>383,036</b>	<b>375,275</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Miscellaneous Revenue	112	200	200
<b>Operating Revenue Sub-Total</b>	<b>112</b>	<b>200</b>	<b>200</b>
<b>General Fund Support</b>	303,485	402,836	375,075
<b>Net Operating Transfers In/(Out)</b>	-	(20,000)	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>303,597</b>	<b>383,036</b>	<b>375,275</b>
<b><u>Program Staffing FTEs</u></b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>

## Program Summary

**Department:** Office of Sustainability & Conservation

**Program:** Multi-Species Conservation Plan Section 10

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### Function

Provide leadership, technical expertise, and guidance on the implementation of and compliance with the County's federal Multi-Species Conservation Plan (MSCP) Section 10 Permit No. TE84356A-0.

### Description of Services

Lead and facilitate inter-departmental coordination to advance and streamline implementation of the County's federal MSCP Section 10 Permit No. TE84356A-0. Monitor annual and cumulative impacts of covered activities, and ensure that allocation of mitigation lands is sufficient to cover impacts. Innovate processes and procedures to protect MSCP Section 10 mitigation land. Compile and analyze permit-related information from County departments for annual compliance reporting; prepare annual compliance reports; and convey annual reports to the United States Fish and Wildlife Service (USFWS) and the public. Administer the Certificate of Coverage program to provide private sector development with access to permit coverage. Inform and educate County staff and the community about the MSCP Section 10 permit and Certificate of Coverage Program.

### Program Goals & Objectives

- Ensure allocation of MSCP Section 10 permit exceeds mitigation required for Covered Activities impacts
    - Cumulative total of MSCP Section 10 permit mitigation acres required
    - Cumulative total of MSCP Section 10 permit mitigation acres allocated
  - Submit annual compliance reports to USFWS as required by MSCP Section 10 permit No. TE84356A-0
    - MSCP Section 10 permit annual compliance report submitted to USFWS as required
  - Maintain Certificate of Coverage Program to allow private development access to MSCP Section 10 coverage
    - Number of Certificates of Coverage authorized
  - Ensure County properties that are subject to Restrictive Covenants are monitored according to Restrictive Covenant requirements
    - Number of Restrictive Covenant monitoring reports for properties subject to the Conservation Restrictive Covenant provided biennially to covenant beneficiary (even numbered years)
    - Number of Restrictive Covenant monitoring reports for properties subject to the MSCP Restrictive Covenant provided biennially to covenant beneficiary (odd numbered years)
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Cumulative total of MSCP Section 10 permit mitigation acres required	2,671	5,135	5,835
Cumulative total of MSCP Section 10 permit mitigation acres allocated	4,298	6,000	6,000
MSCP Section 10 permit annual report submitted as required	yes	yes	yes
Certificates of Coverage authorized	15	0	15
Conservation Restrictive Covenant monitoring reports provided to covenant beneficiary in even numbered years	0	114	0

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## Program Summary

Department: Office of Sustainability & Conservation

Program: Multi-Species Conservation Plan Section 10

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	201,700	204,055	220,963
Operating Expenses	8,747	7,866	8,515
<b>Total Program Expenditures</b>	<b>210,447</b>	<b>211,921</b>	<b>229,478</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Licenses & Permits	2,160	3,800	3,800
<b>Operating Revenue Sub-Total</b>	<b>2,160</b>	<b>3,800</b>	<b>3,800</b>
<b>General Fund Support</b>	208,287	208,121	225,678
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>210,447</b>	<b>211,921</b>	<b>229,478</b>
<b><u>Program Staffing FTEs</u></b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>

## Program Summary

**Department:** Office of Sustainability & Conservation

**Program:** Office of Sustainability & Conservation

### Function

Oversee Office of Sustainability and Conservation's (OSC) implementation and advancement of Pima County Board of Supervisors adopted policies, including the Sonoran Desert Conservation Plan (SDCP), that promote the region's environmental, social, and economic well-being. Oversee staff's implementation and facilitation of measures necessary to maintain County's compliance with its federal Multi-Species Conservation Plan (MSCP) Section 10 Permit No. TE84356A-0, and to achieve compliance with federal, state, and local cultural resource regulations. Oversee and manage departmental budget and staff. Provide comprehensive administrative support to all OSC divisions.

### Description of Services

Oversee staff efforts to lead and facilitate inter-departmental implementation of the SDCP; Sustainable Action Plan for County Operations; federal MSCP Section 10 Permit No. TE84356A-0 requirements; federal, state, and County historic preservation laws and policies; and water resource related Board of Supervisors adopted policies. Develop and administer annual OSC departmental budget, grants, and contracts. Manage staff, and ensure that expenditure of departmental personnel and financial resources align with the departments functions and Board policies. Coordinate inter- and intra-departmental review of undertakings by federal, state, and other jurisdictions. Provide administrative support services to OSC divisions.

### Program Goals & Objectives

- Ensure all division work plans align with Board policies and OSC and division functions, services, and goals
  - Conduct a minimum of 8 work plan review and update sessions (2 per division)
- Ensure department expenditures do not exceed the annual approved budget authority as required through ARS 42-17105
  - Monitor annual budget with the department analyst at a minimum of 12 times per fiscal year
- Contract deliverables are provided per contract terms
  - Number of contracts managed by OSC department
- Review and comment on undertakings by federal, state, and local jurisdictions
  - Number of undertakings by federal, state, and other local jurisdictions commented on

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Division work plan review/update sessions	8	8	8
Budget review/adjustment sessions with Budget Analysts	11	12	12
Contracts managed by Office of Sustainability & Conservation	47	45	50
Federal, state, local jurisdiction undertakings commented on	34	40	40

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	379,297	384,617	418,496
Operating Expenses	137,110	145,755	123,454
<b>Total Program Expenditures</b>	<b>516,407</b>	<b>530,372</b>	<b>541,950</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Intergovernmental	20,000	20,000	20,000
<b>Grant Revenue Sub-Total</b>	<b>20,000</b>	<b>20,000</b>	<b>20,000</b>
<b>General Fund Support</b>	482,330	490,372	523,750
<b>Net Operating Transfers In/(Out)</b>	-	20,000	(1,800)

## Program Summary

Department: Office of Sustainability & Conservation

Program: Office of Sustainability & Conservation

Fund Balance Decrease/(Increase)	14,077	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>516,407</u>	<u>530,372</u>	<u>541,950</u>
<u>Program Staffing FTEs</u>	4.00	4.00	4.00

## Program Summary

**Department:** Office of Sustainability & Conservation

**Program:** Sustainability Programs

### Function

Provide leadership, technical expertise, and guidance in advancing Pima County Board of Supervisors adopted sustainability and climate resilience policies, including the Sonoran Desert Conservation Plan (SDCP), and Resolutions 2007-84, 2017-39, and 2017-51. Advance and facilitate implementation of the Sustainable Action Plan for County Operations (SAPCO), and development of future plans. Innovate and advocate strategies that promote social, economic, and environmental well-being.

### Description of Services

Guide, facilitate, and coordinate inter-departmental implementation of SAPCO. Employ empirical methodologies to collect and analyze SAPCO performance data and provide progress reports. Integrate the best available science into development and implementation of programs and policies that promote climate resiliency and sustainable operations. Collaborate with others to identify innovative, regionally-appropriate climate adaption and mitigation measures. Review and comment on undertakings by federal, state, and other jurisdictions upon request. Inform and educate the County workforce and the community about climate science and sustainability best practices.

### Program Goals & Objectives

- Inform and educate County staff and residents about climate science and sustainability best practices
  - Host a minimum of six educational forums
  - Provide a minimum of two SAPCO related special reports
- Participate in community-based undertakings to support innovative, regionally-appropriate responses to climate change
  - Number of community-based undertakings participated in totaling ten
- Provide County Administration with annual Sustainability Report Cards documenting progress toward achieving 2018-2025 SAPCO targets
  - Annual Sustainability Report Cards submitted to County Administration as required by the 2018-2025 SAPCO

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Annual Sustainability Report Card submitted to County Administration as required	yes	yes	yes
Community-based undertakings participated in	15	10	10
Educational forums hosted	11	30	28
SAPCO related special reports provided	2	2	2

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	155,287	158,002	161,321
Operating Expenses	32,090	28,911	29,670
<b>Total Program Expenditures</b>	<b>187,377</b>	<b>186,913</b>	<b>190,991</b>
<b>General Fund Support</b>	187,377	186,913	190,991
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>187,377</b>	<b>186,913</b>	<b>190,991</b>

<b>Program Staffing FTEs</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>
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## Program Summary

**Department:** Office of Sustainability & Conservation

**Program:** Water Policy Office

### Function

Provide leadership, technical expertise, and guidance in the acquisition, protection, and management of water resources. Advance implementation of Pima County Board of Supervisors adopted policies and state mandates related to water resources, including the Sonoran Desert Conservation Plan (SDCP); Policy F 54.9 - Water Rights Acquisition, Protection, and Management; Pima County Code Title 8.70 - Drought Response Plan and Water Wasting; and Arizona Governor's Executive Order 2007-10 - Drought Declaration for the State of Arizona.

### Description of Services

Lead and facilitate comprehensive, inter-departmental coordination to implement programs and procedures that acquire, protect, and manage County water resources. Inventory County water rights, and prepare annual report. Monitor water policy and management actions of federal, state and local stakeholders, and evaluate potential impacts to County interests. Monitor drought conditions, and work collaboratively with regional water providers to develop appropriate responses. Monitor Colorado River drought status, and assess potential to impact delivery of Central Arizona Project (CAP) water in Pima County. Monitor regional activities and collaborate with others to address renewable water supplies and sustainable water resources. Review and comment on undertakings by federal, state, and other jurisdictions upon request.

### Program Goals & Objectives

- Prepare and submit annual water rights inventory report as required by Board Policy F 54.9
  - Annual water rights inventory report submitted as required by Board Policy F 54.9
- Convene the Local Drought Monitoring Group and prepare annual report as required by Pima County Code Title 8.70 and Arizona Governors Executive Order 2007-10
  - Convene a minimum of six (6) Local Drought Monitoring Group meetings
  - Local Drought Monitoring Group annual report prepared and submitted to the Arizona Department of Water Resources and County Administration as required
- Collaborate with local and regional partners to promote renewable water supplies and safe yield
  - Number of coordination meetings with local partners
- Inform County Administration about water policy changes and management actions by others that have the potential to impacts County interests
  - Number of transmittals advising County Administration of water policy and management actions by others that may impact County interests

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Annual water rights inventory report submitted as required	yes	yes	yes
Local Drought impact groups coordinated	6	5	6
Local Drought Monitoring Group annual report prepared and submitted to the Arizona Department of Water Resources and County Administration as required	yes	yes	yes
Coordination meetings with local and regional partners	50	35	40
Transmittals to County Administration about water policy and management actions by others	16	20	20

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	57,837	56,246	85,842
Operating Expenses	8,592	8,611	9,146
<b>Total Program Expenditures</b>	<b>66,429</b>	<b>64,857</b>	<b>94,988</b>
<b>General Fund Support</b>	66,429	64,857	94,988
<b>Net Operating Transfers In/(Out)</b>	-	-	-



## Program Summary

Department: Office of Sustainability & Conservation

Program: Water Policy Office

Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
Total Program Funding	<u>66,429</u>	<u>64,857</u>	<u>94,988</u>
Program Staffing FTEs	2.00	2.00	2.00

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## PUBLIC WORKS ADMINISTRATION

### Function Statement:

Effective fiscal year 2022/23, the Public Works Department has been consolidated into the County Administrator Department.

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Administration	563,001	493,615	-
Project Management	604,982	-	-
Public Works Grants	5,870,870	-	-
Real Property	801,288	-	-
<b>Total Expenditures</b>	<b>7,840,141</b>	<b>493,615</b>	<b>-</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Public Works Grants	5,893,788	-	-
Real Property	8,000	-	-
<b>Total Revenues</b>	<b>5,901,788</b>	<b>-</b>	<b>-</b>
General Fund Support	1,961,271	493,615	-
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	(22,918)	-	-
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>7,840,141</b>	<b>493,615</b>	<b>-</b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administration	3.00	2.00	-
Project Management	7.00	-	-
Real Property	13.00	-	-
<b>Total Staffing (FTEs)</b>	<b>23.00</b>	<b>2.00</b>	<b>-</b>

## Program Summary

**Department:** Public Works Administration

**Program:** Administration

### Function

Effective fiscal year 2022/23, the Public Works Department has been consolidated into the County Administrator Department. This program summary is provided for informational purposes.

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	515,811	463,189	-
Operating Expenses	47,190	30,426	-
<b>Total Program Expenditures</b>	<b>563,001</b>	<b>493,615</b>	<b>-</b>
<b>General Fund Support</b>	563,001	493,615	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>563,001</b>	<b>493,615</b>	<b>-</b>
<b><u>Program Staffing FTEs</u></b>	<b>3.00</b>	<b>2.00</b>	<b>-</b>

## Program Summary

Department: Public Works Administration

Program: Project Management

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### FUNCTION

Effective fiscal year 2021/22, this program has been decentralized and reestablished under the Capital Program Office. This program summary is provided for informational purposes.

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	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	559,442	-	-
Operating Expenses	45,540	-	-
<b>Total Program Expenditures</b>	<b>604,982</b>	<b>-</b>	<b>-</b>
<b>General Fund Support</b>	604,982	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>604,982</b>	<b>-</b>	<b>-</b>
<b><u>Program Staffing FTEs</u></b>	<b>7.00</b>	<b>-</b>	<b>-</b>

## Program Summary

**Department:** Public Works Administration

**Program:** Public Works Grants

### Function

Effective fiscal year 2021/22, this program has been decentralized and reestablished under the Real Property Services Department. This program summary is provided for informational purposes.

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Operating Expenses	4,179	-	-
Capital Equipment > \$5,000	5,866,691	-	-
<b>Total Program Expenditures</b>	<b>5,870,870</b>	<b>-</b>	<b>-</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	5,850,000	-	-
Miscellaneous Revenue	43,788	-	-
<b>Grant Revenue Sub-Total</b>	<b>5,893,788</b>	<b>-</b>	<b>-</b>
<b>General Fund Support</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>(22,918)</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>5,870,870</b>	<b>-</b>	<b>-</b>

## Program Summary

Department: Public Works Administration

Program: Real Property

### FUNCTION

Effective fiscal year 2021/22, this program has been decentralized and reestablished under the Real Property Services Department. This program summary is provided for informational purposes.

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	676,634	-	-
Operating Expenses	124,654	-	-
<b>Total Program Expenditures</b>	<b>801,288</b>	<b>-</b>	<b>-</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Miscellaneous Revenue	8,000	-	-
<b>Operating Revenue Sub-Total</b>	<b>8,000</b>	<b>-</b>	<b>-</b>
<b>General Fund Support</b>	793,288	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>801,288</b>	<b>-</b>	<b>-</b>
<b><u>Program Staffing FTEs</u></b>	<b>13.00</b>	<b>-</b>	<b>-</b>

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## REAL PROPERTY SERVICES

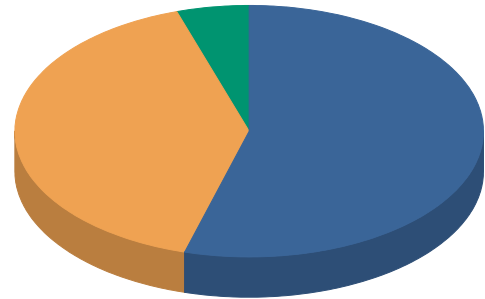
Expenses 1,855,673

Revenues 756,500

FTEs 11.00

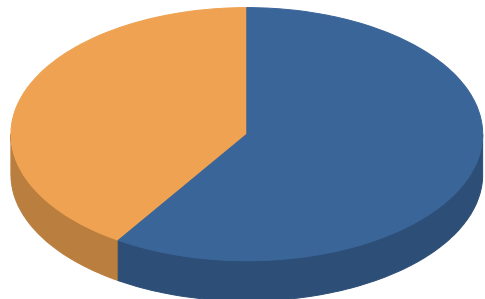
### Expenditures By Program

Real Property Services Administration	54.54%
Real Property Services-Grants	40.42%
Real Property Services Tax Sales	5.04%
Total:	100.00%



### Sources of All Funding

General Fund Support	59.23%
Department Revenue	40.77%
Total:	100.00%



### Function Statement:

Administer and direct the Real Property Services functions for Pima County departments including leasing, property management, real property acquisition, appraisal and disposition, and budget planning for various projects.

### Mandates:

None

## Department Summary by Program

Department: Real Property Services

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Real Property Services Administration	-	880,528	1,012,162
Real Property Services Tax Sales	-	90,519	93,511
Real Property Services-Grants	-	5,150,000	750,000
<b>Total Expenditures</b>	<b>-</b>	<b>6,121,047</b>	<b>1,855,673</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Real Property Services Tax Sales	-	6,500	6,500
Real Property Services-Grants	-	5,150,000	750,000
<b>Total Revenues</b>	<b>-</b>	<b>5,156,500</b>	<b>756,500</b>
General Fund Support	-	964,547	1,099,173
Net Operating Transfers In/(Out)	-	-	-
Fund Balance Decrease/(Increase)	-	-	-
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>-</b>	<b>6,121,047</b>	<b>1,855,673</b>
<b><u>Staffing (FTEs) by Program</u></b>			
Real Property Services Administration	-	10.50	11.00
<b>Total Staffing (FTEs)</b>	<b>-</b>	<b>10.50</b>	<b>11.00</b>

## Program Summary

**Department:** Real Property Services

**Program:** Real Property Services Administration

### Function

Administer and direct the real property and real estate functions for Pima County.

### Description of Services

Appraisal of property for abandonment, acquisition, leasing, or licensing of County property. Acquisition of real property, including relocation of owners and tenants, and prosecuting condemnation actions when necessary. Property management, leasing and maintenance of County owned property, including residential leases, park operating agreements, and caretaker agreements. License the use of Rights-of-Way, grant and release easements over County and Regional Flood Control District (RFCD) property to utilities and other applicants. Leasing of land and licensing of property, including towers for telecommunications services and granting rights of entry onto County or RFCD owned property. Sale of surplus real property, obtaining treasurer deeds, and selling property that has been assigned to the State for nonpayment of property taxes. Research title and other property issues, and respond to public record requests. Meet Pima County's capital schedule and budget requirements for real property acquisitions and other property management services. Real Property Services works with the RFCD and Geographic Information System departments to produce and maintain a layer on Pima Maps for land available for economic development. Provide appraisal and other related services in connection with property that may be used for economic development. Real Property Services is the lead department for identifying available County-owned property for affordable housing development.

### Program Goals & Objectives

- Monitor real property expenditures, and charge expenditures to Public Works and other Pima County departments through management review and approval of all appraisals and nominals
- Monitor and manage the property acquisition and leases for Pima Works and other Pima County departments
- Monitor the property escrow closings for Pima Works and other Pima County departments

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Appraisal and nominal reviews monitored	n/a	120	120
Leased properties managed	n/a	495	495
Escrow closings monitored	n/a	60	60

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	-	700,981	824,271
Operating Expenses	-	179,547	187,891
<b>Total Program Expenditures</b>	-	<b>880,528</b>	<b>1,012,162</b>
<b>General Fund Support</b>	-	880,528	1,012,162
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	-	<b>880,528</b>	<b>1,012,162</b>

<b>Program Staffing FTEs</b>	-	10.50	11.00
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## Program Summary

**Department:** Real Property Services

**Program:** Real Property Services Tax Sales

**Function**

Administer and direct the real property tax sales functions for Pima County.

**Description of Services**

Oversee the sale of real property that is delinquent and meets the statutory requirements. Obtain treasurer deeds, and sell property that has been assigned to the State of Arizona for nonpayment of property taxes.

**Program Goals & Objectives**

- Sell real property to the public, and return property to tax property roles
- Transfer tax sale property to Regional Flood Control District and Transportation Department
- Monitor the sale of property that has been assigned to State for non payment of property taxes

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Surplus real properties sold	n/a	23	23
Treasurer deeds obtained	n/a	10	10
Properties assigned to State for nonpayment of property taxes	n/a	10	10

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	-	(11,000)	(11,550)
Operating Expenses	-	101,519	105,061
<b>Total Program Expenditures</b>	<b>-</b>	<b>90,519</b>	<b>93,511</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Miscellaneous Revenue	-	6,500	6,500
<b>Operating Revenue Sub-Total</b>	<b>-</b>	<b>6,500</b>	<b>6,500</b>
<b>General Fund Support</b>	<b>-</b>	<b>84,019</b>	<b>87,011</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>-</b>	<b>90,519</b>	<b>93,511</b>

## Program Summary

**Department:** Real Property Services

**Program:** Real Property Services-Grants

### Function

Effective fiscal year 2021/22, Public Works Administration Grants has been moved to Real Property Services. Davis-Monthan Air Force Base (DMAFB) was awarded \$1.5M in 2017 under the Federal Readiness and Environmental Protection Integration (REPI) program for encroachment prevention. In keeping with the Pima County Economic Development Plan and long-standing support of DMAFB, the County entered into an Encroachment Management Agreement with the Air Force in benefit of DMAFB, whereby the County acquires property interests on behalf of DMAFB and conveys them to the Air Force. DMAFB will provide a grant fund account which the County will use for eligible acquisition transaction costs until funds are expended. To date, DMAFB has been awarded \$5.75M in REPI grant funds.

### Description of Services

Acquire property interests identified as eligible by DMAFB within five Priority Areas, including the Approach/Department Corridor based on incompatible land uses in order to reduce the impact of urban encroachment on Base operations and future mission growth.

### Program Goals & Objectives

- Assist in mitigating and removing encroachment threats that can impact DMAFB operations and training
- Acquire eligible property interests in five Priority Areas identified as having incompatible land uses

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Annual report summarizing project progress and providing an accounting of funding and disbursements is delivered to the DMAFB Project Manager and the Installation by October 15	n/a	yes	yes

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	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Operating Expenses	-	150,000	750,000
Capital Equipment > \$5,000	-	5,000,000	-
<b>Total Program Expenditures</b>	<b>-</b>	<b>5,150,000</b>	<b>750,000</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Intergovernmental	-	5,150,000	750,000
<b>Grant Revenue Sub-Total</b>	<b>-</b>	<b>5,150,000</b>	<b>750,000</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	-	-	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>-</b>	<b>5,150,000</b>	<b>750,000</b>

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## REGIONAL FLOOD CONTROL DISTRICT

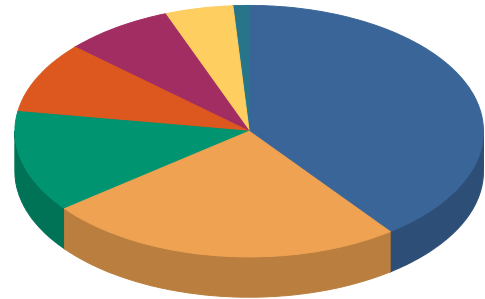
Expenses 18,475,401

Revenues 34,043,375

FTEs 57.50

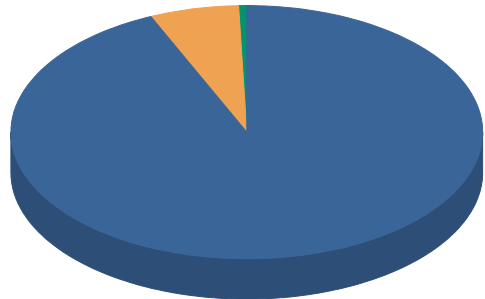
### Expenditures By Program

■ Infrastructure Maintenance	39.85%
■ Flood Control Support	24.48%
■ Hazard Mitigation	13.06%
■ Regulatory	9.33%
■ Flood Warning	7.44%
■ Design and Construction	4.65%
■ Canoa Ranch In-Lieu Fee	1.19%
Total:	100.00%



### Sources of All Funding

■ Department Revenue	93.39%
■ Fund Balance Support	6.01%
■ Operating Transfers In	0.60%
Total:	100.00%



### Function Statement:

Protect public health, safety, and welfare by implementing structural flood control solutions, 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:

Code of Federal Registry 44, Section 59-78; Arizona Revised Statute, Title 48, Chapter 21, Article 1, Sections 48-3601 through 48-3628 and 48-3641 through 48-3650; 48-3603; and Section 404

## Department Summary by Program

**Department:** Regional Flood Control District

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Expenditures by Program</b>			
Canoa Ranch In-Lieu Fee	38,265	278,000	220,000
Design and Construction	465,294	704,984	858,454
Flood Control Support	4,703,543	4,958,283	4,522,061
Flood Warning	978,890	1,844,607	1,374,971
Hazard Mitigation	1,759,540	2,315,423	2,413,145
Infrastructure Maintenance	5,472,093	7,139,378	7,363,486
Regulatory	1,351,799	1,584,214	1,723,284
<b>Total Expenditures</b>	<b>14,769,424</b>	<b>18,824,889</b>	<b>18,475,401</b>
<b>Funding by Source</b>			
<b>Revenues</b>			
Canoa Ranch In-Lieu Fee	2,586,676	1,000,100	505,000
Design and Construction	28,870	20,000	20,000
Flood Control Support	27,969,969	29,343,400	29,644,631
Flood Warning	425,185	1,996,244	3,841,244
Hazard Mitigation	5,962	20,000	20,000
Infrastructure Maintenance	11,242	12,500	12,500
<b>Total Revenues</b>	<b>31,027,904</b>	<b>32,392,244</b>	<b>34,043,375</b>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(10,038,021)	(16,234,247)	(17,759,645)
Fund Balance Decrease/(Increase)	(6,220,459)	2,666,892	2,191,671
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>14,769,424</b>	<b>18,824,889</b>	<b>18,475,401</b>
<b>Staffing (FTEs) by Program</b>			
Design and Construction	4.00	6.00	7.00
Flood Control Support	16.00	14.38	10.50
Hazard Mitigation	10.00	11.00	11.00
Infrastructure Maintenance	10.00	12.00	12.00
Regulatory	17.00	17.00	17.00
<b>Total Staffing (FTEs)</b>	<b>57.00</b>	<b>60.38</b>	<b>57.50</b>

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, 2026.



## 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 (CR ILF) project site as described in the project development plan, which has been approved by the United States Army Corps of Engineers (USACOE) and the Pima County Regional Flood Control District 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 CR ILF program, in cooperation with the USACOE. Responsible for: managing land acquisition and ownership; receiving Section 404 mitigation checks and depositing them into the CR 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 CR ILF bank financial information; and implementing adaptive management as warranted for a successful project.

### Program Goals & Objectives

- Complete all financial and operational reporting requirements established for the CR ILF project
- Meet or exceed performance standards established in the Canoa Ranch development plan

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Established development plan performance standards completed within 10 years (max 10% per year)	10%	10%	10%
Annual financial and biological reports submitted on time to the USACOE	100%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	29,220	120,000	120,000
Operating Expenses	9,045	108,000	50,000
Capital Equipment > \$5,000	-	50,000	50,000
<b>Total Program Expenditures</b>	<b>38,265</b>	<b>278,000</b>	<b>220,000</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Charges for Services	2,585,000	1,000,000	500,000
Investment Earnings	1,676	-	5,000
Miscellaneous Revenue	-	100	-
<b>Operating Revenue Sub-Total</b>	<b>2,586,676</b>	<b>1,000,100</b>	<b>505,000</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	676,689	(890,000)	-
<b>Fund Balance Decrease/(Increase)</b>	(3,225,100)	167,900	(285,000)
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>38,265</b>	<b>278,000</b>	<b>220,000</b>

## Program Summary

**Department:** Regional Flood Control District

**Program:** Design and Construction

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### Function

Manage the development and construction of Capital Improvement Projects (CIP) for the Regional Flood Control District (RFCD). This includes scoping, planning, monitoring, delivering, and closing out CIP projects utilizing Pima County methodology, which includes not just traditional Design-Bid-Build (DBB), but also alternative delivery methods such as Design-Build (DB) and Construction Manager at Risk (CMAA). Deliver smaller projects utilizing the Job Order Contractor (JOC) program. Coordinate RFCD participation in the river park multi-use pathway and flood control infrastructure. Manage the planning, development, and verification of RFCD Property Rights Program (PRP), to ensure ownership, land use rights, and maintenance responsibilities. Assist other RFCD divisions with technical, project management, and delivery services. Coordinate with other jurisdictions on projects which impact RFCD infrastructure and property.

### Description of Services

Lead diverse project teams through the planning, design, and construction of structural and non-structural improvements along the major watercourses and their tributaries. Utilize best management practices and sustainable techniques to develop a comprehensive and environmentally sensitive solution. Prepare feasibility studies and concept design reports, either in-house or utilizing outside consultants. Obtain the necessary permits and agreements to move forward into construction. Common design projects include bank protection, levees, detention basins, drainage way improvements, ecosystem restoration, and river park improvements. Deliver CIP projects for the RFCD. Participate with other agencies and departments for the construction of major flood control projects, river parks, and ecosystem restoration projects. Traditional DBB and alternative delivery methods such as JOC, CMAR, and DB are utilized within the CIP group. Provide comprehensive review and monitoring of planning, design, and construction to ensure project quality and compliance with project specifications and goals. Provide technical expertise for other departments and divisions. Verify and develop RFCD PRP to ensure ownership, maintenance responsibilities, access, and use of RFCD lands and easements. Coordinate with other agencies on the planning, design, construction, operation, and maintenance of riparian restoration and groundwater recharge projects.

### Program Goals & Objectives

- Manage, design and construct each CIP project to ensure it is a comprehensive solution to the identified problem, including both the technical and financial aspects of each project as it fits within the CIP program, and fiscal year forecasting and expenditures
  - Identify and scope future projects
  - Plan, design, construct, and maintain cost for effective ground water recharge projects and riparian habitat ecosystem restoration projects
  - Coordinate with other divisions, departments, and agencies, to provide information and expertise regarding structural and non-structural improvements as related to storm water, including low impact development implementation, water harvesting, and grey infrastructure
- 

Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
Adherence to Pima County procurement methodology/gate process	90%	90%	100%
Total CIP actual and forecasted CIP costs compared to the FY CIP budget	87%	90%	95%
Number of permit violations caused by CIP construction for the fiscal year (target is zero violations)	0	0	0
New Riparian restoration projects completed	2	2	2
Successful resolutions of a known problem or issue with either a structural or non-structural solution	5	4	4

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## Program Summary

Department: Regional Flood Control District

Program: Design and Construction

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	445,396	581,984	758,454
Operating Expenses	19,898	123,000	100,000
<b>Total Program Expenditures</b>	<b>465,294</b>	<b>704,984</b>	<b>858,454</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Charges for Services	28,870	20,000	20,000
<b>Operating Revenue Sub-Total</b>	<b>28,870</b>	<b>20,000</b>	<b>20,000</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	436,424	684,984	838,454
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>465,294</b>	<b>704,984</b>	<b>858,454</b>
<b><u>Program Staffing FTEs</u></b>	<b>4.00</b>	<b>6.00</b>	<b>7.00</b>

## Program Summary

**Department:** Regional Flood Control District

**Program:** Flood Control Support

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### Function

Direct, lead, and support the Regional Flood Control District (RFCD) 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 RFCD 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 RFCD. Ensure that RFCD activities conform to federal and state laws, flood insurance standards, and floodplain management goals. Ensure the RFCD meets Federal Emergency Management Agency (FEMA) goals for local flood control activities, for programs to prevent flood damage, and mitigate potential flood hazards, resulting in lower flood insurance premiums for residents and businesses, and for making the community eligible for flood mitigation grants and disaster assistance.

### Program Goals & Objectives

- Operate the RFCD in a responsible manner that is protective of public safety, reduces future flood hazards, and meets National Flood Insurance Program goals
  - Provide a regional flood control plan and long-term flood prevention strategy and implementation plan
  - 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 2,100
  - Be rated as a top, class 3 or better, community in floodplain management and flood prevention, as determined by the FEMA Community Rating System thus allowing residents and businesses to obtain flood insurance premium discounts
- 

Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
Divisions that developed a one-year and five-year operating plan	4	4	4
FEMA's community class rating for Pima County	5	5	3
Savings on flood insurance premiums in Pima County	25%	25%	35%
Total flood insurance policies in Pima County	2,000	2,000	2,100

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## Program Summary

Department: Regional Flood Control District

Program: Flood Control Support

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	1,337,834	1,355,413	1,139,359
Operating Expenses	3,365,709	3,572,870	3,352,702
Capital Equipment > \$5,000	-	30,000	30,000
<b>Total Program Expenditures</b>	<b>4,703,543</b>	<b>4,958,283</b>	<b>4,522,061</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Property Taxes	27,812,840	29,143,400	29,460,112
Licenses & Permits	550	1,000	1,000
Intergovernmental	8,640	8,100	8,100
Charges for Services	10	4,100	4,100
Fines & Forfeits	2,262	3,000	3,000
Investment Earnings	63,939	100,000	84,519
Miscellaneous Revenue	81,728	83,800	83,800
<b>Operating Revenue Sub-Total</b>	<b>27,969,969</b>	<b>29,343,400</b>	<b>29,644,631</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	(10,214,795)	(14,226,363)	(14,241,259)
<b>Fund Balance Decrease/(Increase)</b>	(13,051,631)	(10,158,754)	(10,881,311)
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>4,703,543</b>	<b>4,958,283</b>	<b>4,522,061</b>
<b><u>Program Staffing FTEs</u></b>	<b>16.00</b>	<b>14.38</b>	<b>10.50</b>

## Program Summary

**Department:** Regional Flood Control District

**Program:** Flood Warning

### Function

Coordinate with Emergency Operation Center, first responders, and local jurisdictions to plan for and respond to flood events.

### Description of Services

Coordinate with other agencies to enhance and advertise the use of MyAlerts as method to provide flood warning to the public.

### Program Goals & Objectives

- Maintain, repair and operate the Automated Local Evaluation in Real Time (ALERT) integrated flood threat recognition and emergency response system, in cooperation with federal, state, and local agencies
- Increase the awareness of the ALERT system as a flood risk reduction tool
- Increase the use of the ALERT system as a flood risk reduction tool

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Non-functioning ALERT field sensor sites to be repaired or replaced within two weeks - weather, hardware, or access permitting	100%	100%	100%
Number of Flood Response completed exercises	1	1	1
Number of new ALERT gages installed	11	5	5

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	245,080	533,067	349,363
Operating Expenses	733,810	1,311,540	1,025,608
<b>Total Program Expenditures</b>	<b>978,890</b>	<b>1,844,607</b>	<b>1,374,971</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Charges for Services	121,140	250,000	250,000
<b>Operating Revenue Sub-Total</b>	<b>121,140</b>	<b>250,000</b>	<b>250,000</b>
Intergovernmental	304,045	1,746,244	3,591,244
<b>Grant Revenue Sub-Total</b>	<b>304,045</b>	<b>1,746,244</b>	<b>3,591,244</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	(395,526)	(446,618)	(2,942,636)
<b>Fund Balance Decrease/(Increase)</b>	949,231	294,981	476,363
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>978,890</b>	<b>1,844,607</b>	<b>1,374,971</b>

## Program Summary

**Department:** Regional Flood Control District

**Program:** Hazard Mitigation

### Function

Provide flood hazard mapping information to Pima County residents. 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 Federal Emergency Management Agency (FEMA) mapped floodplains.

### 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. Provide data and advice to communities and to the general public relevant to amending or modifying FEMA mapped floodplains. Maintain the County-wide FEMA Repository. Identify, plan, and study regional floodplain mapping needs. 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. Implementation of Pima County's Floodplain Management Plan.

### Program Goals & Objectives

- Prepare technical data notebooks for watercourses throughout unincorporated Pima County for use in floodplain management, and to identify capital improvement needs for residents educational and informational resources
- Watersheds annually studied to update the flood hazard information to meet or exceed state and federal requirements for preserving and protecting environmental resources, including those mandated by the Threatened and Endangered Species Act, and by the Sonoran Desert Conservation Plan
- Maintain FEMA and local floodplain data in the Geographic Information System library, and provide public access to map change documents

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Watersheds studied annually to update flood hazard information	8	7	8
Floodplain residents that receive informational and/or educational materials, e.g. floodplain map change notices and educational brochures	35,000	35,000	35,000
FEMA reviews received, logged in, and reviewed within a four-week period	95%	90%	90%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	930,571	1,058,423	1,138,307
Operating Expenses	828,969	1,257,000	1,274,838
<b>Total Program Expenditures</b>	<b>1,759,540</b>	<b>2,315,423</b>	<b>2,413,145</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Intergovernmental	5,962	20,000	20,000
<b>Operating Revenue Sub-Total</b>	<b>5,962</b>	<b>20,000</b>	<b>20,000</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	1,753,578	2,295,423	2,393,145
<b>Other Funding Sources</b>	-	-	-

## Program Summary

Department: Regional Flood Control District

Program: Hazard Mitigation

Total Program Funding	<u>1,759,540</u>	<u>2,315,423</u>	<u>2,413,145</u>
<u>Program Staffing FTEs</u>	10.00	11.00	11.00



## Program Summary

**Department:** Regional Flood Control District

**Program:** Infrastructure Maintenance

### Function

Inspect and maintain Regional Flood Control District (RFCD) 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 RFCD 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 RFCD 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 RFCD flood control and related infrastructure, including real property, bank protection, drainage ways, easements, and other flood conveyance structures.

### Program Goals & Objectives

- Establish data management updates procedures that provide support to the various programs within the RFCD, including the Geographic Information System and other data sources
- Ensure: stewardship conforms to existing and future County land management goals, open-space lands owned by the RFCD will be safe to the public and natural resources are protected from negative impacts
- Provide inspection and maintenance of flood control infrastructure improvements that embody sound maintenance principles in a cost effective manner

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Flood Control infrastructure inspected annually	75%	75%	90%
Data management updates for various programs within the RFCD to be complete within 10 business days of notification of activity completion	98%	98%	100%
Land management plans developed	45%	50%	60%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	3,355,299	3,876,674	4,146,713
Operating Expenses	2,068,313	3,086,704	3,039,718
Capital Equipment > \$5,000	48,481	176,000	177,055
<b>Total Program Expenditures</b>	<b>5,472,093</b>	<b>7,139,378</b>	<b>7,363,486</b>

### Program Funding by Source

<b>Revenues</b>			
Licenses & Permits	2,550	2,500	2,500
Miscellaneous Revenue	8,692	10,000	10,000
<b>Operating Revenue Sub-Total</b>	<b>11,242</b>	<b>12,500</b>	<b>12,500</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	(104,389)	(671,266)	(575,750)
<b>Fund Balance Decrease/(Increase)</b>	5,565,240	7,798,144	7,926,736

## Program Summary

Department: Regional Flood Control District

Program: Infrastructure Maintenance

Other Funding Sources	-	-	-
Total Program Funding	5,472,093	7,139,378	7,363,486
Program Staffing FTEs	10.00	12.00	12.00

## 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, and 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 regulatory 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, state, and local laws and 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, and manage and administer riparian protection elements and water resources.

### Program Goals & Objectives

- Provide consistent and comprehensive information regarding flood and erosion hazards and impacts to riparian areas in order to assist in creating awareness of the issues and promote development with the least impact within these areas
- Review floodplain permit applications within 15 days of being requested
- Provide floodplain management plans that embody sound engineering principles and preserve natural resources
- Answer public complaints within 10 business days

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Flood hazard information sheets completed	214	250	250
Floodplain use permit applications initially reviewed within 15 days	98%	95%	95%
Complaints responded to within 10 business days	100%	95%	95%
Site development project plans reviewed within timeframe established by Pima County Development Services	99%	95%	95%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Personnel Services	1,351,799	1,584,214	1,723,284
<b>Total Program Expenditures</b>	<b>1,351,799</b>	<b>1,584,214</b>	<b>1,723,284</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	-	-	-
<b>Fund Balance Decrease/(Increase)</b>	1,351,799	1,584,214	1,723,284
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>1,351,799</b>	<b>1,584,214</b>	<b>1,723,284</b>

<b>Program Staffing FTEs</b>	<b>17.00</b>	<b>17.00</b>	<b>17.00</b>
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## REGIONAL WASTEWATER RECLAMATION

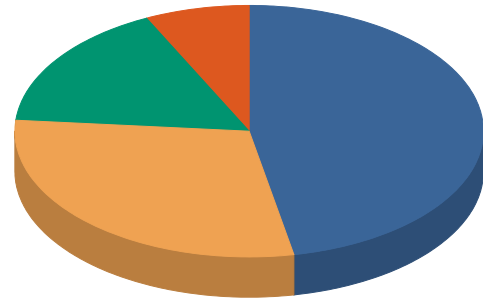
Expenses 170,958,918

Revenues 182,635,603

FTEs 402.00

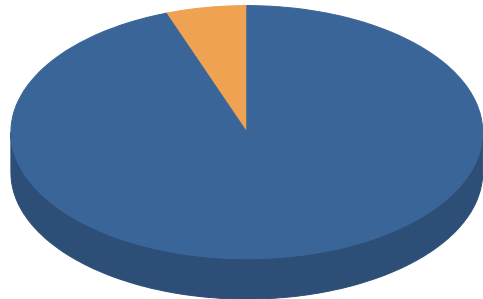
### Expenditures By Program

■ Treatment Operations	46.91%
■ Administration	29.60%
■ Conveyance System	16.33%
■ Technical Services & Engineering	7.16%
Total:	100.00%



### Sources of All Funding

■ Department Revenue	94.32%
■ Other Financing Sources/Bond/COPS Proceeds	5.68%
Total:	100.00%



### Function Statement:

Protect the public health, safety, and environment by providing quality service, environmental stewardship, renewable resources through proven 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; Pima County Code Title 7: Environmental Quality, 7.21: Liquid Waste

## Department Summary by Program

**Department:** Regional Wastewater Reclamation

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Expenditures by Program</u></b>			
Administration	57,313,174	56,102,230	50,598,807
Conveyance System	22,722,405	25,583,990	27,913,656
Technical Services & Engineering	10,124,034	11,379,902	12,238,539
Treatment Operations	71,268,993	72,566,743	80,207,916
<b>Total Expenditures</b>	<b><u>161,428,606</u></b>	<b><u>165,632,865</u></b>	<b><u>170,958,918</u></b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Administration	180,963,874	181,594,801	180,635,603
Conveyance System	4,430	-	-
Technical Services & Engineering	255,166	-	-
Treatment Operations	30,637	1,000,000	2,000,000
<b>Total Revenues</b>	<b><u>181,254,107</u></b>	<b><u>182,594,801</u></b>	<b><u>182,635,603</u></b>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	(16,510,567)	(290,399)	(3,197,900)
Fund Balance Decrease/(Increase)	42,942,272	(24,171,537)	(19,478,785)
Other Funding Sources	(46,257,206)	7,500,000	11,000,000
<b>Total Program Funding</b>	<b><u>161,428,606</u></b>	<b><u>165,632,865</u></b>	<b><u>170,958,918</u></b>
<b><u>Staffing (FTEs) by Program</u></b>			
Administration	26.00	18.00	17.00
Conveyance System	107.00	107.00	101.00
Technical Services & Engineering	119.00	115.00	115.00
Treatment Operations	166.00	166.00	169.00
<b>Total Staffing (FTEs)</b>	<b><u>418.00</u></b>	<b><u>406.00</u></b>	<b><u>402.00</u></b>

## Program Summary

**Department:** Regional Wastewater Reclamation

**Program:** Administration

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### Function

Direct department operations and planning. Coordinate administrative, planning, and program support services, as well as community relations and employee development services for the department.

### 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, emergency response coordination, employee safety, and employee services functions for the department. Conduct water policy analysis and develop plans and programs to respond to emerging water policy issues and challenges. Assist with the development of the department financial plan and rate increase proposals. Identify and secure alternative funding sources (grants or system development funds), and recommend funding needed from bond sales to ensure capital project construction. Coordinate the preparation of the annual Operations and Maintenance budget and provide supporting justification. Conduct operational and technical training programs and activities. Approve administrative appeals, claims, and other financial transactions. Manage monthly meetings with the Department's Advisory Committee.

### Program Goals & Objectives

- Coordinate Departmental administrative and budget planning, emergency response, safety program, and employee services
  - Increase research and development participation in key areas critical to the optimal operational performance of a modern utility
  - Inventory water resources within the County while accruing additional water resources, entitlements and recommendations for County uses
  - Administer the limited income program to provide billing assistance to low income sewer users in coordination with the City of Tucson's water and environmental waste programs
  - Research properties for sewer connection records, and implement appropriate billing of sewer fees for unauthorized users to the public sewer system
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Employee safety program to educate and inform staff of potential safety hazards and reach a goal of zero recordable safety incidents	13	4	0

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## Program Summary

**Department:** Regional Wastewater Reclamation

**Program:** Administration

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	2,777,324	2,651,164	2,200,669
Operating Expenses	17,645,163	19,439,040	17,693,450
Capital Equipment > \$5,000	407,104	2,325,000	20,000
Contra Expense	(407,104)	(2,325,000)	(20,000)
Debt Service	22,621,601	21,191,099	17,929,898
Depreciation	13,605,257	12,820,927	12,774,790
Gain or Loss on Disposal of Assets	663,829	-	-
<b>Total Program Expenditures</b>	<b><u>57,313,174</u></b>	<b><u>56,102,230</u></b>	<b><u>50,598,807</u></b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Licenses & Permits	18,200	20,000	20,000
Intergovernmental	-	2,900,000	-
Charges for Services	179,575,946	176,161,629	179,192,431
Fines & Forfeits	5,550	2,500	2,500
Investment Earnings	1,000,567	2,110,000	1,020,000
Miscellaneous Revenue	363,611	400,672	400,672
<b>Operating Revenue Sub-Total</b>	<b><u>180,963,874</u></b>	<b><u>181,594,801</u></b>	<b><u>180,635,603</u></b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	(16,513,738)	(290,399)	(3,197,900)
<b>Fund Balance Decrease/(Increase)</b>	(47,136,962)	(125,202,172)	(126,838,896)
<b>Other Funding Sources</b>	(60,000,000)	-	-
<b>Total Program Funding</b>	<b><u>57,313,174</u></b>	<b><u>56,102,230</u></b>	<b><u>50,598,807</u></b>
<b><u>Program Staffing FTEs</u></b>	<b>26.00</b>	<b>18.00</b>	<b>17.00</b>



# Program Summary

**Department:** Regional Wastewater Reclamation

**Program:** Conveyance System

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## 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. Pursuant to the Capacity Management Operations and Maintenance Plan, maintain a comprehensive, proactive, preventive maintenance program for approximately 3,588 miles of public gravity sanitary sewers, and 22 public wastewater pumping systems throughout the 420 square mile public sewerage service area of eastern Pima County. Provide project planning, management, oversight, coordination, and construction services for the Capital Improvement Plan (CIP), and Rehabilitation Programs.

## Program Goals & Objectives

- Reduce sanitary sewer overflows
  - Provide public sewage conveyance facilities (gravity and pumping) that are reliable and adequate, to minimize the unintended unauthorized releases of sewage into the environment (sanitary sewer overflow)
  - Operate the sanitary sewage conveyance system (gravity and pumping systems) effectively, efficiently, and in compliance with federal and state mandates and regulations
  - Respond efficiently and effectively to customer service requests
  - Operate and maintain three in-house Closed Circuit Televising (CCTV) units and administer a \$1.5 million CCTV contract
  - Maintain an effective and efficient Odor Abatement Program to significantly minimize system wide odors (treatment facilities and conveyance system) through continuous improvement of odor control technologies, thereby reducing the number of odor complaints
  - Develop, initiate, manage, and complete CIP conveyance projects efficiently and within 95% of approved budget
  - 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
  - Continue to increase the footage of sewer lines serviced within the preventative maintenance program
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Sanitary sewer overflows	25	24	23
Feet of sewer system receiving preventative maintenance	12,582,038	13,000,000	13,200,000
Information requests answered in the same day	99%	100%	100%
Odor complaint phone calls received	378	300	250
CIP projects completed within 20% of budget	97%	100%	100%
Feet of sewer system reviewed annually by CCTV	2,483,083	2,500,000	2,600,000

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## Program Summary

Department: Regional Wastewater Reclamation

Program: Conveyance System

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	6,040,071	6,989,587	7,031,207
Operating Expenses	7,333,552	7,534,140	9,167,345
Capital Equipment > \$5,000	470,808	247,000	722,000
Contra Expense	(470,807)	(247,000)	(722,000)
Depreciation	9,157,542	11,060,263	11,715,104
Gain or Loss on Disposal of Assets	191,239	-	-
<b>Total Program Expenditures</b>	<b>22,722,405</b>	<b>25,583,990</b>	<b>27,913,656</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Miscellaneous Revenue	4,430	-	-
<b>Operating Revenue Sub-Total</b>	<b>4,430</b>	<b>-</b>	<b>-</b>
<b>General Fund Support</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Transfers In/(Out)</b>	<b>114</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>8,975,067</b>	<b>18,083,990</b>	<b>16,913,656</b>
<b>Other Funding Sources</b>	<b>13,742,794</b>	<b>7,500,000</b>	<b>11,000,000</b>
<b>Total Program Funding</b>	<b>22,722,405</b>	<b>25,583,990</b>	<b>27,913,656</b>
<b><u>Program Staffing FTEs</u></b>	<b>107.00</b>	<b>107.00</b>	<b>101.00</b>

## Program Summary

**Department:** Regional Wastewater Reclamation

**Program:** Technical Services & Engineering

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### Function

Provide technical services and engineering support to the department and community stakeholders.

### Description of Services

The Technical Services & Engineering (TS&E) program serves the Pima County Regional Wastewater Reclamation Department (WW) and its customers by providing technical resources and services for regulatory, development, and operational activities.

TS&E provides engineering and inspection resources for the construction of new public sewers, utility conflict review and location marking of existing public sewers for excavation protection. TS&E manages sewer system capacity through long range facility planning, flow metering, hydraulic modeling, and issuance of new customer allocations. TS&E maintains conveyance system asset records and Geographic Information Systems products that assist internal and external customers. TS&E Compliance and Regulatory Office operates a state-licensed laboratory that provides analytical testing and regulatory compliance; collects samples and generates reports and submittals in accordance with federal and state water quality permit requirements; and administers the approved industrial pretreatment program control through permitting, inspection, sampling, and enforcement and manages the discharge permits, recharge permits and hydraulic studies associated with effluent.

### Program Goals & Objectives

- Protect the existing sewer system from damage or conflict with other utilities
  - Meet all federal and state permit reporting requirements for water reclamation facilities
  - Ensure new sewers support new development and growth and meet WW standards
  - Administer a robust pretreatment program for the protection of County sewers and water reclamation facility performance
  - Maintain an Arizona accredited compliance laboratory to serve the analytical needs for Wastewater and various County and intergovernmental entities
- 

Program Performance Measures	FY 2020/2021	FY 2021/2022	FY 2022/2023
	Actual	Estimated	Planned
Arizona Department of Environmental Quality (ADEQ) monthly permit reporting requirements met	100%	99%	100%
Total Individual Regulatory Parameters Reported to ADEQ	41,248	41,000	41,000
Average number of business days to complete a utility plan review	4	4	4
Industrial Wastewater Control inspections completed	801	900	950
Capacity Allocation Issued	174	170	170
Field Engineering Inspection projects complete	127	150	160
Blue Stake Utility Location tickets completed	75,580	72,600	73,000

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## Program Summary

Department: Regional Wastewater Reclamation

Program: Technical Services & Engineering

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	7,816,938	8,632,195	9,282,429
Operating Expenses	2,208,947	2,594,011	2,705,837
Capital Equipment > \$5,000	75,742	368,000	130,550
Contra Expense	(35,878)	(368,000)	(130,550)
Depreciation	60,188	153,696	250,273
Gain or Loss on Disposal of Assets	(1,903)	-	-
<b>Total Program Expenditures</b>	<b>10,124,034</b>	<b>11,379,902</b>	<b>12,238,539</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Charges for Services	127,725	-	-
Miscellaneous Revenue	127,441	-	-
<b>Operating Revenue Sub-Total</b>	<b>255,166</b>	<b>-</b>	<b>-</b>
<b>General Fund Support</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net Operating Transfers In/(Out)</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Fund Balance Decrease/(Increase)</b>	<b>9,868,868</b>	<b>11,379,902</b>	<b>12,238,539</b>
<b>Other Funding Sources</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Total Program Funding</b>	<b>10,124,034</b>	<b>11,379,902</b>	<b>12,238,539</b>
<b><u>Program Staffing FTEs</u></b>	<b>119.00</b>	<b>115.00</b>	<b>115.00</b>

## Program Summary

**Department:** Regional Wastewater Reclamation

**Program:** Treatment Operations

### Function

Protect public health and the environment through the operation and maintenance of water reclamation facilities that comply with federal and state laws.

### Description of Services

Operate and maintain wastewater treatment facilities to treat over 21 billion gallons of sanitary sewage annually including associated biosolids facilities. In partnership with the Compliance and Regulatory Affairs Office, implement the Environmental Protection Agency mandated industrial pretreatment program through permitting, inspection, sampling, and enforcement. Conduct investigations and studies on treatment related issues and concerns.

### Program Goals & Objectives

- Treat over 21 billion gallons of sanitary sewage annually, in compliance with federal and state laws
- Effectively operate treatment facilities within permit limits requirements
- Prevent pass-through, interference, and upset at the Publicly Owned Treatment Works
- Meet all regulatory compliance and reporting requirements for treatment and disposal of biosolids
- Exceed the mandated biochemical oxygen demand removal rate of 85%
- Generate and maximize utilization of renewable resources, including biogas

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Cubic feet of methane converted to energy	4,379,237	65,502,094	160,764,101
Billion gallons of wastewater treated annually	21	22	22
Biochemical oxygen demand removal rate	99%	99%	100%
Reportable environmental exceedances	2	2	0

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	11,334,644	12,521,642	14,292,089
Operating Expenses	23,634,311	24,545,714	27,026,250
Capital Equipment > \$5,000	527,891	1,587,500	1,161,000
Contra Expense	(567,752)	(1,587,500)	(1,161,000)
Depreciation	36,321,788	35,499,387	38,889,577
Gain or Loss on Disposal of Assets	18,111	-	-
<b>Total Program Expenditures</b>	<b>71,268,993</b>	<b>72,566,743</b>	<b>80,207,916</b>

### **Program Funding by Source**

#### Revenues

Miscellaneous Revenue	30,637	1,000,000	2,000,000
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<b>Operating Revenue Sub-Total</b>	<b>30,637</b>	<b>1,000,000</b>	<b>2,000,000</b>
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<b>General Fund Support</b>	-	-	-
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<b>Net Operating Transfers In/(Out)</b>	3,057	-	-
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<b>Fund Balance Decrease/(Increase)</b>	71,235,299	71,566,743	78,207,916
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<b>Other Funding Sources</b>	-	-	-
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## Program Summary

Department: Regional Wastewater Reclamation

Program: Treatment Operations

Total Program Funding	<u>71,268,993</u>	<u>72,566,743</u>	<u>80,207,916</u>
<u>Program Staffing FTEs</u>	166.00	166.00	169.00

## TRANSPORTATION

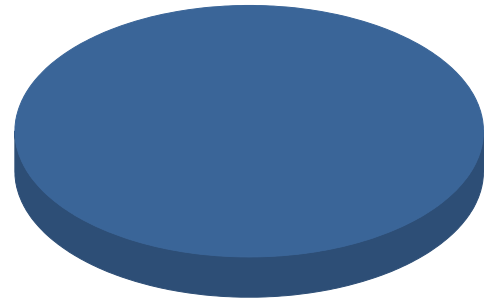
Expenses 111,647,882

Revenues 90,440,241

FTEs 195.50

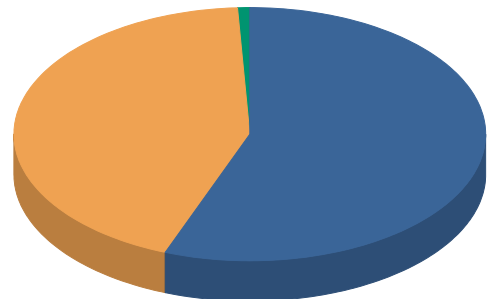
### Expenditures By Program

■ Transportation	100.00%
Total:	100.00%



### Sources of All Funding

■ Department Revenue	55.93%
■ Operating Transfers In	43.36%
■ Fund Balance Support	0.71%
Total:	100.00%



### Function Statement:

Provide and maintain an effective transportation network through timely, cost-effective and helpful service delivery by recasting transportation through strategic organizational, technological, process, and policy changes resulting in enhanced functionality. The Transportation department's goals address: centralizing and developing an analytics model for reflecting planning to better the performance of network; recasting standards and shifting towards performance options and substantive policy standard operating procedures; and consolidating customer interface/community relations for improved response to requests.

### Mandates:

ARS 9-582 Fees for telecommunications facilities; ARS 11-1102 County development fees; ARS 11-201, 251, 256, 932, 32-3603, 3635 Appraisal required for sale, purchase or lease of property; licensed appraisers within the County. Powers of County to purchase, hold, use and dispose of land; ARS 11-251 Board of Supervisors Mandate. Lay out, maintain, control and establish right-of-way; ARS 11-252(4) County is authorized to lay out, maintain, control and manage public roads within the County; ARS 11-352 General Administration and Management, Merit System Rules, Pima County ordinance 2000-81; ARS 11-561-62 County Engineer, under direction of the Board, has charge of all highways, other engineering construction and improvements. Alterations and repairs to County Property. County Engineer shall be the custodian of the records and the property of the County relating to survey, engineering and road construction. All other applicable federal laws and County Board of Supervisors' ordinances for transportation

## Department Summary by Program

Department: Transportation

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Expenditures by Program</u></b>			
Transportation	89,673,474	126,246,472	111,647,882
Transportation Grants	17,377	-	-
<b>Total Expenditures</b>	<b>89,690,851</b>	<b>126,246,472</b>	<b>111,647,882</b>
<b><u>Funding by Source</u></b>			
<b>Revenues</b>			
Transportation	73,411,763	69,103,813	78,316,678
Transportation Grants	8,642,034	5,777,051	12,123,563
<b>Total Revenues</b>	<b>82,053,797</b>	<b>74,880,864</b>	<b>90,440,241</b>
General Fund Support	-	-	-
Net Operating Transfers In/(Out)	27,868,882	28,260,140	20,059,882
Fund Balance Decrease/(Increase)	(20,231,828)	23,105,468	1,147,759
Other Funding Sources	-	-	-
<b>Total Program Funding</b>	<b>89,690,851</b>	<b>126,246,472</b>	<b>111,647,882</b>
<b><u>Staffing (FTEs) by Program</u></b>			
Transportation	196.90	199.50	195.50
<b>Total Staffing (FTEs)</b>	<b>196.90</b>	<b>199.50</b>	<b>195.50</b>



# Program Summary

**Department:** Transportation

**Program:** Transportation

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## Function

Provide and maintain an effective multi-modal transportation network through timely, cost-effective, and helpful service delivery.

## Description of Services

Perform transportation network management and infrastructure maintenance, including asset management, grading, preservation, repair, sweeping, vegetation management, drainage, storm cleanup, snow and ice control, emergency response, structural evaluation, materials testing, intersection control devices, signage, striping, lighting, environmental compliance, and permitting of third party work and infrastructure in the Right-of-Way. Evaluate and plan for network performance enhancements through modeling and projecting, performance studies, community engagement, and technology changes (related to the Systems and Modeling for Accelerated Research in Transportation (SMART) Mobility center which includes how constituents report road issues). Program and implement enhancements through a capital improvement plan (CIP) based on available funding and seeking out federal, state, regional, and local funding sources. Manage quality assurance associated with operational programs. Support transit and coordinate network management interface with other jurisdictions through Inter-Governmental Agreements.

## Program Goals & Objectives

- Continuous improvement of roads through strategic changes to the organization, processes, and policies
    - Customer Service Surveys returned with satisfactory ratings
  - Utilize technology for evaluation, determination, and prioritization of transportation needs
    - Pavement preservation of roads resulting in an average network pavement condition index (PCI) of 80 in ten years
  - Select performance-based solutions to ensure network needs are met
    - Maintain roadway signs to current standards
    - Meet or exceed service request response timeframes
    - Meet or exceed CIP planned expenditures
- 

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Overall customer satisfaction percentage	88%	85%	85%
Average PCI after yearly completion of repair work	64	71	76
Average days to repair reported high speed/high volume road potholes	2	5	5
Percent expenditure of CIP adopted budget	96%	95%	95%
Average days to repair reported local road potholes	31	30	30

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## Program Summary

Department: Transportation

Program: Transportation

	FY 2020/2021 Actual	FY 2021/2022 Adopted	FY 2022/2023 Adopted
<b><u>Program Expenditures by Object</u></b>			
Personnel Services	12,672,111	15,175,718	15,246,853
Operating Expenses	76,257,902	111,070,754	96,401,029
Capital Equipment > \$5,000	743,461	-	-
<b>Total Program Expenditures</b>	<b>89,673,474</b>	<b>126,246,472</b>	<b>111,647,882</b>
<b><u>Program Funding by Source</u></b>			
<b>Revenues</b>			
Property Taxes	4,205	2,300	1,000
Licenses & Permits	1,645,368	907,000	530,000
Intergovernmental	71,047,344	67,706,373	76,483,881
Charges for Services	166,231	200,000	200,000
Fines & Forfeits	10,915	-	-
Investment Earnings	161,515	19,709	238,219
Miscellaneous Revenue	376,185	268,431	863,578
<b>Operating Revenue Sub-Total</b>	<b>73,411,763</b>	<b>69,103,813</b>	<b>78,316,678</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	36,466,538	34,471,726	32,183,445
<b>Fund Balance Decrease/(Increase)</b>	(20,204,827)	22,670,933	1,147,759
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>89,673,474</b>	<b>126,246,472</b>	<b>111,647,882</b>
<b><u>Program Staffing FTEs</u></b>	<b>196.90</b>	<b>199.50</b>	<b>195.50</b>

## Program Summary

**Department:** Transportation

**Program:** Transportation Grants

### Function

Protect the interests of the Transportation Department by affording centralized coordination of all federal 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; and 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
- Provide premier customer service by promptly responding to all program constituent inquiries and concerns
  - Respond to each grantor inquiry, concern, or request within 24 hours of receipt
- 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

<b>Program Performance Measures</b>	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Estimated</b>	<b>FY 2022/2023 Planned</b>
Reimbursements for federally funded transportation projects prepared within 4 weeks after month-end	95%	100%	100%
Capital Improvement Plan and Federal Highway Administration grant projects compliant with federal and grantor financial regulations	100%	100%	100%
Grantor inquiries and concerns responded to or resolved within 24 hours of receipt	95%	100%	100%

	<b>FY 2020/2021 Actual</b>	<b>FY 2021/2022 Adopted</b>	<b>FY 2022/2023 Adopted</b>
<b>Program Expenditures by Object</b>			
Operating Expenses	17,377	-	-
<b>Total Program Expenditures</b>	<b>17,377</b>	<b>-</b>	<b>-</b>
<b>Program Funding by Source</b>			
<b>Revenues</b>			
Intergovernmental	8,642,034	5,777,051	12,123,563
<b>Grant Revenue Sub-Total</b>	<b>8,642,034</b>	<b>5,777,051</b>	<b>12,123,563</b>
<b>General Fund Support</b>	-	-	-
<b>Net Operating Transfers In/(Out)</b>	(8,597,656)	(6,211,586)	(12,123,563)
<b>Fund Balance Decrease/(Increase)</b>	(27,001)	434,535	-
<b>Other Funding Sources</b>	-	-	-
<b>Total Program Funding</b>	<b>17,377</b>	<b>-</b>	<b>-</b>

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# **PIMA COUNTY CAPITAL IMPROVEMENT PROGRAM SUMMARY**

## **Introduction**

Pima County's fiscal year 2022/23 Adopted Budget for the Capital Improvement Program (CIP) consists of thirteen categories: Transportation; Regional Wastewater Reclamation; Facilities Management; Information Technology; Regional Flood Control District; Kino Sports Complex; Fleet Services; Natural Resources, Parks & Recreation; Public Works Administration; Sheriff; Community and Workforce Development; Office of Sustainability and Conservation; and Environmental Quality.

Distinct from the CIP, Pima County's Capital Projects Fund includes the approved projects for all categories except Fleet Services, part of Information Technology, and Regional Wastewater Reclamation. Since Fleet Services and part of Information Technology projects are Internal Service Funds and Regional Wastewater Reclamation is an Enterprise Fund, their projects are accounted for within their operating funds and expenses are capitalized according to generally accepted accounting principles. Fleet Services, Information Technology, and Regional Wastewater Reclamation projects are included in the narrative section of this report, while the charts and tables address only the projects in the Capital Projects Fund.

This report provides an overview of Pima County's CIP for fiscal year 2022/23, summary data for projects that are part of the adopted Capital Projects Fund for fiscal year 2022/23, and projected operations and maintenance (O&M) data for fiscal year 2022/23 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). In a special election in 2014, Pima County voters approved \$22,000,000 in General Obligation Bonds. In preparation for this election, the Board of Supervisors approved another Bond Implementation Plan Ordinance (Number 2014-42). 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, 2006, and 2014 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 Superior Court, the Library District, and Stadium District; Regional Flood Control District; Sheriff; Kino Sports Complex; Natural Resources, Parks & Recreation; Office of Sustainability and Conservation; Public Works Administration; Community and Workforce Development; Information Technology - Lifecycle Project and Environmental Quality. These are followed by the categories that are budgeted separately listed in ascending order: Fleet Services, the remaining Information Technology projects, and Regional Wastewater Reclamation.

## **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 maintenance, security, and other costs. For some capital improvements the incremental impact of completed projects on the County's operating budget is relatively small. For example, new or expanded roadways tend to have little impact on operating expenditures (if not decreasing expenditures due to maintenance savings). On the other hand, major Regional Wastewater Reclamation projects, although not scheduled to be completed for several years, will eventually require significant additional operations and maintenance (O&M) expenditures: increased 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 2022/23 operating budget may be found in the final section of this report.

### **Capital Projects by Category: Summary**

#### **Facilities Management**

Facilities Management manages projects related to County facilities and has 16 active projects in fiscal year 2022/23, and a budget of \$64.68 million. Major projects include: \$22.70 million for the Office of the Medical Examiner - Construction Phase; \$9.00 million for Northwest County Service Center - Construction Phase; \$6.60 million for the 130 W Congress Facade Improvements; \$5.50 million for the Adult Detention Security Replacement; and \$5.06 million for the Martha Cooper Library Expansion.

#### **Transportation**

Transportation has 18 active projects in fiscal year 2022/23, with a budget of \$41.14 million. Major projects include: \$17.83 million for Sunset Rd, I-10 to River Rd; \$10.12 million for South Houghton Road Widening; \$5.58 million for 22nd St I-10 to Tucson Blvd Improvements; and \$1.30 million for Houghton Rd I-10 to Golf Links Rd RTA 32 (portion of).

#### **Regional Flood Control District**

The Regional Flood Control District has 21 active projects in fiscal year 2022/23, and a budget of \$20.75 million. Major projects include: \$4.00 million for Fairgrounds South Houghton Channels; \$3.0 million for City of Tucson Downtown Links Project; \$2.65 million for Big Horn Fire Flood Hazard Mitigation; and \$2.00 million for Major Watercourse Infrastructure Management.

## Sheriff

The Sheriff Department has two projects in fiscal year 2022/23, and a CIP budget of \$5.38 million. The two projects are: \$4.78 million for Aircraft Hangar - Aero Park Blvd; and \$600,000 for the Sheriff's San Xavier District Substation.

## Natural Resources, Parks & Recreation

Natural Resources, Parks and Recreation has 10 CIP projects in fiscal year 2022/23, with a budget of \$11.63 million. Major projects include: \$2.00 million for to-be-defined open space projects; \$1.89 million for Manzanita Park Multi-use Field; \$1.60 million for LED Sports Conversion McDonald Park; \$1.29 million for Canoa Ranch Campground Development; and \$1.25 million for Robles Ranch Thrift Store and Foodbank.

## Kino Sports Complex

The Kino Sports Complex has four CIP projects in fiscal year 2022/23, and a budget is \$10.74. The four projects are: \$8.68 million for Kino South District Partnership; \$1.30 million for Main Parking Lot upgrades; \$542,000 for South Beach Volleyball; and \$225,000 for the Main Quad and Fields restrooms.

## Office of Sustainability & Conservation

The Office of Sustainability & Conservation has three CIP projects in fiscal year 2022/23, and a budget of \$2.08 million. The three projects are: \$1.25 million for the Archaeological Mitigation for City of Tucson Silverbell Widening; \$600,000 for City of Tucson Ft. Lowell Phase 1; and \$230,000 for Juan Santa Cruz Picnic Area Rehabilitation.

## Analytics and Data Governance

Analytics & Data Governance has one CIP project for fiscal year 2022/23, with a budget of \$11 million. The project is the Enterprise Resource Planning replacement.

## Capital Projects Office

The Capital Projects Office has three CIP projects for fiscal year 2022/23, and a budget of \$2.18 million. The three projects are: \$2.08 million for SERP/PMP well replacement; \$50,000 for Gold Star Memorial installation; and \$47,500 for a Public Art water feature.

## Environmental Quality

Environmental Quality has two CIP projects for fiscal year 2022/23, and a budget of \$5.35 million. The two projects consist of: \$4.75 million for the Ina Road Landfill Closure Phase 2; and \$600,000 for Tire Yard Improvements.

## Information Technology

Information Technology has five CIP projects for fiscal year 2022/23, with an overall budget of \$7.30 million. Three of the five projects, and \$5.04 million of the budget, are part of the Internal Service Fund. These three projects are: \$3.30 million for the Hyper Converge Server/Storage FY 22/23; \$1.24 million for the Network Refresh 22/23; and \$500,000 for Cabling Lifecycle Management Plan FY 22/23. The remaining two projects, and budget of \$2.26 million consist of: \$2.00 million for the Library Internet Hotspot Expansion; and \$264,000 for the Library Network Equipment Refresh Phase II.

## Fleet Services

Fleet Services has two CIP projects for fiscal year 2022/23, with a budget of \$1.6 million. The two projects consist of: \$1.4 million for the Ajo Arizona Fuel Island; and \$200,000 for Ina Road Fuel Island.

## Regional Wastewater Reclamation

Regional Wastewater Reclamation has 20 CIP projects for fiscal year 2022/23, and a budget \$54.12 million. Major projects include: \$11.41 million for Continental Ranch Pump Station - Second Force Main; \$8.0 million for System-Wide Treatment Rehabilitation Program; \$6.7 million for Tres Rios Headworks Biofilter Odor Control; \$6.31 million for Canoa Ranch Sewer Extension; \$5.99 million for various minor rehabilitation projects; and \$5.88 for Old Nogales Interceptor Aug - New Aerospace Corridor Sewer.

### **Complete Fiscal Year 2022/23 Capital Project List**

For a comprehensive list of the active and new projects comprising Pima County's fiscal year 2022/23 CIP budget refer to the Summary of Active Capital Improvement Projects.

### **Impact of Completed Capital Projects on Operations and Maintenance and Revenue: Fiscal Year 2022/23**

During the budget cycle for fiscal year 2022/23, data concerning projected O&M expenditures was collected from departments. For Internal Service, Enterprise, and Special Revenue funds, the departments added the incremental O&M expenditure and revenue amounts to their 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.



**IMPACT OF COMPLETED CAPITAL PROJECTS ON OPERATIONS AND MAINTENANCE AND REVENUE**  
**FISCAL YEARS 2022/2023 - 2026/2027**

<b>Project Name</b>	<b>FY 2021/22 Adopted</b>	<b>Incr / (Decr) for FY 22/23</b>	<b>Incr / (Decr) for FY 23/24</b>	<b>Incr / (Decr) for FY 24/25</b>	<b>Incr / (Decr) for FY 25/26</b>	<b>Incr / (Decr) for FY 26/27</b>
<b>O &amp; M Expenditures</b>						
<b><u>Capital Projects Office</u></b>						
Public Art Water Feature	-	1,500	(1,500)	-	(1,500)	1,500
<b>CAPITAL PROJECTS OFFICE TOTAL</b>	<b>-</b>	<b>1,500</b>	<b>(1,500)</b>	<b>-</b>	<b>(1,500)</b>	<b>1,500</b>
<b><u>County Free Library</u></b>						
New Sahuarita Branch Library	13,650	149,150	-	-	-	-
<b>COUNTY FREE LIBRARY TOTAL</b>	<b>13,650</b>	<b>149,150</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Environmental Quality</u></b>						
Ina Road Landfill Closure - Phase 2	-	-	-	50,000	-	-
<b>ENVIRONMENTAL QUALITY TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>50,000</b>	<b>-</b>	<b>-</b>
<b><u>Facilities Management</u></b>						
Curley Gym Renovation Project	-	32,050	54,850	-	-	-
Defense Services Building - Juvenile Courts	16,400	190,400	-	-	-	-
Historical Courthouse - Tenant Improvements	528,900	-	-	-	-	-
Martha Cooper Library Expansion	-	-	1,036,467	-	-	-
Northwest County Service Center - Construction Phase	-	-	232,000	838,000	-	-
Office of the Medical Examiner - Construction Phase	-	-	175,750	175,750	-	-
Richard Elias - Mission Library Expansion	-	-	342,739	-	-	-
Southwest Library	-	-	-	441,466	-	-
<b>FACILITIES MANAGEMENT TOTAL</b>	<b>545,300</b>	<b>222,450</b>	<b>1,841,806</b>	<b>1,455,216</b>	<b>-</b>	<b>-</b>
<b><u>Information Technology</u></b>						
PCWIN Network Backhaul Upgrade	209,306	10,738	8,219	6,065	-	-
<b>INFORMATION TECHNOLOGY TOTAL</b>	<b>209,306</b>	<b>10,738</b>	<b>8,219</b>	<b>6,065</b>	<b>-</b>	<b>-</b>

**IMPACT OF COMPLETED CAPITAL PROJECTS ON OPERATIONS AND MAINTENANCE AND REVENUE**  
**FISCAL YEARS 2022/2023 - 2026/2027**

<b>Project Name</b>	<b>FY 2021/22 Adopted</b>	<b>Incr / (Decr) for FY 22/23</b>	<b>Incr / (Decr) for FY 23/24</b>	<b>Incr / (Decr) for FY 24/25</b>	<b>Incr / (Decr) for FY 25/26</b>	<b>Incr / (Decr) for FY 26/27</b>
<b><u>Kino Sports Complex</u></b>						
Kino South Sports Complex	1,386,972	36,896	-	-	-	-
<b>KINO SPORTS COMPLEX TOTAL</b>	<b>1,386,972</b>	<b>36,896</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Natural Resources, Parks and Recreation</u></b>						
SERP Shotgun Range Lighting	-	-	-	800	-	-
<b>NATURAL RESOURCES, PARKS AND RECREATION TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>800</b>	<b>-</b>	<b>-</b>
<b><u>Regional Flood Control</u></b>						
Airport Wash / El Vado Wash Drainage Improvements	1,000	-	-	-	-	-
ALERT Flood Warning System Conversion to ALERT2	-	5,000	-	-	-	-
Altar/Brawley Erosion Protection and Mitigation	-	5,000	-	-	-	-
Arroyo Chico Detention Basin USACOE	8,350	310	173	67	-	-
Big Horn Fire Flood Hazard Mitigation	-	5,000	-	-	-	-
CDO Wash North Bank: Thornydale to I-10	4,465	459	245	31	(638)	-
Cienega Creek Natural Preserve Fence Improvement	-	5,000	-	-	-	-
Green Stormwater Infrastructure	1,800	300	-	-	-	-
Green Valley Drainageway Program	600	25	-	-	-	-
Historic Canoa Ranch Restoration	39,900	(3,000)	-	-	-	-
Landscape Enhancement and Restoration	-	-	-	5,000	(5,000)	-
Major Watercourse Infrastructure Management	3,000	-	-	-	-	-
Pantano Grade Control Structures	-	-	2,500	1,250	1,250	-
Rillito River Maintenance Projects	3,300	75	-	-	-	-
Rillito River Upper Bank at Hacienda Del Sol	500	-	-	-	-	-
Riparian Mitigation Project Acquisition Fund	3,300	75	-	-	-	-
Ruthrauff, Gardner Lane UPRR Culvert	2,000	-	-	-	-	-
Santa Cruz River Irvington to Drexel Improvements	5,500	500	-	-	-	-
Santa Cruz River Living River Management Plan	1,000	-	-	-	-	-
Santa Cruz River Maintenance Projects	1,200	-	-	-	-	-

**IMPACT OF COMPLETED CAPITAL PROJECTS ON OPERATIONS AND MAINTENANCE AND REVENUE**  
**FISCAL YEARS 2022/2023 - 2026/2027**

<b>Project Name</b>	<b>FY 2021/22 Adopted</b>	<b>Incr / (Decr) for FY 22/23</b>	<b>Incr / (Decr) for FY 23/24</b>	<b>Incr / (Decr) for FY 24/25</b>	<b>Incr / (Decr) for FY 25/26</b>	<b>Incr / (Decr) for FY 26/27</b>
SANTA CRUZ RIVER WILDLIFE RAMP	-	-	-	-	5,000	-
Tucson Diversion Levee -Swan to Craycroft Improvements	2,500	(500)	-	-	-	-
<b>REGIONAL FLOOD CONTROL TOTAL</b>	<b>78,415</b>	<b>18,244</b>	<b>2,918</b>	<b>6,348</b>	<b>612</b>	<b>-</b>
 <b><u>Sheriff</u></b>						
Aircraft Hangar - Aero Park Blvd	-	11,950	32,350	87,000	-	-
Sheriff's San Xavier District Substation	-	-	-	91,000	-	-
<b>SHERIFF TOTAL</b>	<b>-</b>	<b>11,950</b>	<b>32,350</b>	<b>178,000</b>	<b>-</b>	<b>-</b>
 <b><u>Transportation</u></b>						
Sabino Canyon Park Road	-	-	171,500	-	-	-
Silverbell Rd Blanco Wash Bridge	-	250	250	-	900	900
Skyline Dr at Sunrise Dr Intersection Improvements	-	400	-	-	-	-
<b>TRANSPORTATION TOTAL</b>	<b>-</b>	<b>650</b>	<b>171,750</b>	<b>-</b>	<b>900</b>	<b>900</b>
 <b>TOTAL O &amp; M EXPENDITURES</b>						
	<b>2,233,643</b>	<b>450,078</b>	<b>2,057,043</b>	<b>1,696,429</b>	<b>1,512</b>	<b>900</b>

Note: There is no O&M Revenue for Fiscal Years 2022/2023 - 2026/2027

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS**  
**FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

Project Name	Prior Year Expenditures	FY 2023/23 Adopted	FY 2023/24 Adopted	FY 2024/25 Adopted	FY 2025/26 Adopted	FY 2026/27 Adopted	Beyond	Total
<b><u>Analytics and Data Governance</u></b>								
ERP Replacement	277,051	11,000,000	6,336,715	-	-	-	-	17,613,766
<b>ANALYTICS AND DATA GOVERNANCE TOTAL</b>	<b>277,051</b>	<b>11,000,000</b>	<b>6,336,715</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>17,613,766</b>
<b><u>Capital Projects Office</u></b>								
Gold Star Memorial Installation	15,281	50,000	-	-	-	-	-	65,281
Public Art Water Feature	6,729	47,500	-	-	-	-	-	54,229
SELC Water Phase 1 FY24	-	-	600,000	4,000,000	3,000,000	-	-	7,600,000
SERP / PMP Well Replacement	3,054	2,080,000	320,000	-	-	-	-	2,403,054
<b>CAPITAL PROJECTS OFFICE TOTAL</b>	<b>25,064</b>	<b>2,177,500</b>	<b>920,000</b>	<b>4,000,000</b>	<b>3,000,000</b>	<b>-</b>	<b>-</b>	<b>10,122,564</b>
<b><u>Environmental Quality</u></b>								
Ajo Landfill Closure	-	-	-	-	-	-	1,800,000	1,800,000
Ina Road Landfill Closure - Phase 2	1,298,385	4,750,000	-	-	-	-	-	6,048,385
Sahuarita Landfill Closure	-	-	-	-	-	-	3,200,000	3,200,000
Tire Yard Improvements	-	600,000	-	-	-	-	-	600,000
<b>ENVIRONMENTAL QUALITY TOTAL</b>	<b>1,298,385</b>	<b>5,350,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>5,000,000</b>	<b>11,648,385</b>
<b><u>Regional Flood Control District</u></b>								
Airport Wash / El Vado Wash Drainage Improvements	1,356,198	500,000	1,000,000	-	-	-	-	2,856,198
ALERT Flood Warning System Conversion to ALERT2	461,429	393,000	-	-	-	-	-	854,429
Altar/Brawley Erosion Protection and Mitigation	-	130,000	130,000	130,000	130,000	-	-	520,000
Big Horn Fire Flood Hazard Mitigation	378,191	2,650,000	1,750,705	-	-	-	-	4,778,896
CDO Wash North Bank: Thornydale to I-10	2,237,032	-	-	-	-	-	-	2,237,032
Cienega Creek Natural Preserve Fence Improvement	16,288	255,750	-	-	-	-	-	272,038
City of Tucson Downtown Links Project	3,000,000	3,000,000	-	-	-	-	-	6,000,000
Continental Ranch Regional Force Main Loop Restoration	-	200,000	1,500,000	2,000,000	490,194	-	-	4,190,194
Fairgrounds South Houghton Channels	464,197	4,000,000	-	2,000,000	2,000,000	2,000,000	-	10,464,197
Floodprone Land Acq Program	29,651,472	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000	38,651,472
Green Stormwater Infrastructure	1,221,413	500,000	-	-	-	-	-	1,721,413
Green Valley Drainageway Program	2,936,485	500,000	500,000	500,000	500,000	-	-	4,936,485
Landscape Enhancement and Restoration	-	300,000	300,000	300,000	300,000	300,000	-	1,500,000
Loop Ongoing Improvements and Maintenance	-	300,000	300,000	300,000	300,000	300,000	-	1,500,000
Major Watercourse Infrastructure Management	5,098,905	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000	12,000,000	31,098,905
Pantano Grade Control Structures	159,544	500,000	1,666,667	1,666,666	1,666,666	-	-	5,659,543
Riparian Mitigation Project Acquisition Fund	2,845,011	500,000	500,000	500,000	500,000	500,000	2,000,000	7,345,011
Ruthrauff, Gardner lane UPRR Culvert	473,255	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-	5,473,255
Santa Cruz River Corazon Improvements	-	320,000	2,680,000	3,000,000	3,000,000	3,000,000	-	12,000,000
Santa Cruz River Irvington to Drexel Improvements	785,151	700,000	-	-	-	-	-	1,485,151

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

<b>Project Name</b>	<b>Prior Year Expenditures</b>	<b>FY 2023/23 Adopted</b>	<b>FY 2023/24 Adopted</b>	<b>FY 2024/25 Adopted</b>	<b>FY 2025/26 Adopted</b>	<b>FY 2026/27 Adopted</b>	<b>Beyond</b>	<b>Total</b>
Santa Cruz River Wildlife Ramp	-	500,000	2,500,000	-	-	-	-	3,000,000
Tucson Diversion Levee -Swan to Craycroft Improvements	86,852	-	500,000	1,000,000	1,000,000	-	-	2,586,852
Urban Drainage	12,533,237	1,500,000	2,000,000	2,000,000	2,000,000	3,000,000	12,000,000	35,033,237
<b>REGIONAL FLOOD CONTROL DISTRICT TOTAL</b>	<b>63,704,660</b>	<b>20,748,750</b>	<b>20,327,372</b>	<b>18,396,666</b>	<b>16,886,860</b>	<b>14,100,000</b>	<b>30,000,000</b>	<b>184,164,308</b>
<b><u>Facilities Management</u></b>								
130 W Congress Facade Improvements	3,200,984	6,600,000	4,150,598	-	-	-	-	13,951,582
32 N. Stone Facade Improvements	-	-	700,000	9,400,000	9,900,000	-	-	20,000,000
Adult Detention Security Replacement	829,404	5,500,000	3,929,319	-	-	-	-	10,258,723
Curley Gym Renovation Project	218,467	1,700,000	400,017	-	-	-	-	2,318,484
Defense Services Building - Juvenile Courts	7,908,829	100,000	-	-	-	-	-	8,008,829
Downtown Central Plant Chiller & Pump Replacement	-	-	-	-	-	-	-	-
Downtown Central Plant Chiller 4 New Tower	-	1,500,000	-	-	-	-	-	1,500,000
Kino Campus Building Infrastructure	2,788,246	1,500,000	1,593,374	-	-	-	-	5,881,620
Martha Cooper Library Expansion	541,848	5,060,000	1,450,000	-	-	-	-	7,051,848
Mission Road Fiber/Utility Infrastructure	-	-	-	-	-	-	-	-
Northwest County Service Center - Construction Phase	-	9,000,000	19,000,000	1,202,000	-	-	-	29,202,000
Northwest County Service Center - Design Phase	5,666,243	3,500,000	510,839	-	-	-	-	9,677,082
Office of the Medical Examiner - Construction Phase	-	22,700,000	14,140,000	4,860,000	-	-	-	41,700,000
Office of the Medical Examiner - Design Phase	1,171,375	1,720,000	93,365	-	-	-	-	2,984,740
Old Tucson Warehouse	-	200,000	1,900,000	-	-	-	-	2,100,000
Public Works Building - 2nd Floor Renovation	-	-	3,000,000	-	-	-	-	3,000,000
Richard Elias - Mission Library Expansion	14,332	3,500,000	2,833,436	1,603,500	-	-	-	7,951,268
Southwest Library	654,297	500,000	4,500,000	7,098,473	-	-	-	12,752,770
Teatro Carmen Restoration	1,251,086	450,000	655,142	2,756,958	-	-	-	5,113,186
Woods Library Property Acquisition and Demo	-	1,150,000	-	-	-	-	-	1,150,000
<b>FACILITIES MANAGEMENT TOTAL</b>	<b>24,245,111</b>	<b>64,680,000</b>	<b>58,856,090</b>	<b>26,920,931</b>	<b>9,900,000</b>	<b>-</b>	<b>-</b>	<b>184,602,132</b>
<b><u>Fleet Services</u></b>								
Ajo Arizona Fuel Island	2,881	1,400,000	-	-	-	-	-	1,402,881
Ina Road Fuel Island	1,906,151	200,000	-	-	-	-	-	2,106,151
<b>FLEET SERVICES TOTAL</b>	<b>1,909,032</b>	<b>1,600,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,509,032</b>
<b><u>Information Technology</u></b>								
Cabling Lifecycle Management Plan FY 22/23 - Fund 6000	-	500,000	-	-	-	-	-	500,000
Cabling Lifecycle Management Plan FY 23/24 - Fund 6000	-	-	500,000	-	-	-	-	500,000
Cabling Lifecycle Management Plan FY 24/25 - Fund 6000	-	-	-	500,000	-	-	-	500,000
Cabling Lifecycle Management Plan FY 25/26 - Fund 6000	-	-	-	-	500,000	-	-	500,000
Cabling Lifecycle Management Plan FY 26/27 - Fund 6000	-	-	-	-	-	500,000	-	500,000
Cabling Lifecycle Management Plan FY 27/28 - Fund 6000	-	-	-	-	-	-	500,000	500,000
Cisco Network Equipment FY 24/25 - Fund 6000	-	-	-	780,000	-	-	-	780,000
Data Center Switch Replacement 23/24 - Fund 6013	-	-	500,000	-	-	-	-	500,000
Data Center Switch Replacement 25/26 - Fund 6013	-	-	-	-	500,000	-	-	500,000

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

<b>Project Name</b>	<b>Prior Year Expenditures</b>	<b>FY 2023/23 Adopted</b>	<b>FY 2023/24 Adopted</b>	<b>FY 2024/25 Adopted</b>	<b>FY 2025/26 Adopted</b>	<b>FY 2026/27 Adopted</b>	<b>Beyond</b>	<b>Total</b>
Hyper Converge Server/Storage FY 22/23 - Fund 6013	-	3,300,000	-	-	-	-	-	3,300,000
Hyper Converge Server/Storage FY 23/24 - Fund 6013	-	-	3,302,500	-	-	-	-	3,302,500
Hyper Converge Server/Storage FY 24/25 - Fund 6013	-	-	-	7,032,750	-	-	-	7,032,750
Hyper Converge Server/Storage FY 25/26 - Fund 6013	-	-	-	-	3,366,025	-	-	3,366,025
Hyper Converge Server/Storage FY 26/27 - Fund 6013	-	-	-	-	-	3,300,000	-	3,300,000
Hyper Converge Server/Storage FY 27/28 - Fund 6013	-	-	-	-	-	-	4,500,000	4,500,000
Library Internet Hotspot Expansion	-	2,000,000	1,500,000	500,000	500,000	500,000	-	5,000,000
Library Network Equipment Refresh Phase II	-	264,000	264,000	264,000	264,000	264,000	-	1,320,000
Network Refresh 22/23 - Fund 6000	-	1,242,000	-	-	-	-	-	1,242,000
Network Refresh 23/24 - Fund 6000	-	-	1,152,000	-	-	-	-	1,152,000
Network Refresh 24/25 - Fund 6000	-	-	-	1,387,000	-	-	-	1,387,000
Network Refresh 25/26 - Fund 6000	-	-	-	-	1,387,000	-	-	1,387,000
Network Refresh 26/27 - Fund 6000	-	-	-	-	-	1,500,000	-	1,500,000
Network Refresh 27/28 - Fund 6000	-	-	-	-	-	-	1,500,000	1,500,000
PC Attorney Storage Lifecycle Mgmt FY 25/26 - Fund 6013	-	-	-	-	363,000	-	-	363,000
PCSD Backup Recovery Tape Library FY 24/25 - Fund 6013	-	-	-	600,000	-	-	-	600,000
PCSD Data Center Refresh - Fund 6013	-	-	1,500,000	-	-	-	1,650,000	3,150,000
<b>INFORMATION TECHNOLOGY TOTAL</b>	<b>-</b>	<b>7,306,000</b>	<b>8,718,500</b>	<b>11,063,750</b>	<b>6,880,025</b>	<b>6,064,000</b>	<b>8,150,000</b>	<b>48,182,275</b>
<b><u>Kino Sports Complex</u></b>								
Kino Main Quad & Fields 11/12 Restrooms	41,789	225,000	-	-	-	-	-	266,789
Kino South Beach Volleyball	-	542,000	1,458,000	-	-	-	-	2,000,000
Kino South District Partnership	1,826,480	8,675,000	-	-	-	-	-	10,501,480
Main Parking Lot Upgrades - New Paving & Renovation	1,684,095	1,300,000	488,636	-	-	-	-	3,472,731
<b>KINO SPORTS COMPLEX TOTAL</b>	<b>3,552,364</b>	<b>10,742,000</b>	<b>1,946,636</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,241,000</b>
<b><u>Natural Resources, Parks &amp; Recreation</u></b>								
Ann Day Park Lighting	-	820,000	-	-	-	-	-	820,000
Canoa Ranch Campground Development	114,966	1,288,288	750,000	-	-	-	-	2,153,254
Canoa Ranch Manning Senior Rehabilitation	480,247	958,118	-	-	-	-	-	1,438,365
Gilbert Ray Campground Improvements - FY22	67,467	25,000	-	-	-	-	-	92,467
LED Sports Conversion McDonald Park	-	1,600,000	-	-	-	-	-	1,600,000
LED Sports Conversion Thomas Jay	-	900,000	-	-	-	-	-	900,000
Los Ninos Splash Pad	-	900,000	-	-	-	-	-	900,000
Manzanita Park Multi-use Field	104,520	1,886,400	5,000	-	-	-	-	1,995,920
Open Space projects to be defined	-	2,000,000	-	-	-	-	-	2,000,000
Robles Ranch Thrift Store and Foodbank	-	1,250,000	250,000	-	-	-	-	1,500,000
<b>NATURAL RESOURCES, PARKS &amp; RECREATION</b>	<b>767,200</b>	<b>11,627,806</b>	<b>1,005,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>12,580,006</b>

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

<b>Project Name</b>	<b>Prior Year Expenditures</b>	<b>FY 2023/23 Adopted</b>	<b>FY 2023/24 Adopted</b>	<b>FY 2024/25 Adopted</b>	<b>FY 2025/26 Adopted</b>	<b>FY 2026/27 Adopted</b>	<b>Beyond</b>	<b>Total</b>
<b><u>Sheriff</u></b>								
Aircraft Hangar - Aero Park Blvd	799,474	4,778,616	1,828,266	-	-	-	-	7,406,356
Sheriff's San Xavier District Substation	279,173	600,000	5,500,000	2,575,000	-	-	-	8,954,173
<b>SHERIFF TOTAL</b>	<b>1,078,647</b>	<b>5,378,616</b>	<b>7,328,266</b>	<b>2,575,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>16,360,529</b>
<b><u>Office of Sustainability and Conservation</u></b>								
Archaeological Mitigation for COT Silverbell Widening	2,428,683	1,250,000	300,000	300,000	552,623	-	-	4,831,306
City of Tucson Fort Lowell Phase 1	-	600,000	2,550,000	-	-	-	-	3,150,000
Juan Santa Cruz Picnic Area Rehabilitation	-	230,000	-	-	-	-	-	230,000
<b>OFFICE OF SUSTAINABILITY AND CONSERVATION</b>	<b>2,428,683</b>	<b>2,080,000</b>	<b>2,850,000</b>	<b>300,000</b>	<b>552,623</b>	<b>-</b>	<b>-</b>	<b>8,211,306</b>
<b><u>Transportation</u></b>								
1st Ave Orange Grove Rd to Ina Rd RTA13	-	-	-	762,850	4,586,850	1,135,000	-	6,484,700
22nd St I-10 to Tucson Blvd Improvements	788,250	5,584,750	-	-	-	-	-	6,373,000
Ajo Airport Airfield Lighting Design	-	20,000	-	-	-	-	-	20,000
Ajo Airport Runway and Taxi Asphalt Overlay	-	400,000	400,000	-	-	-	-	800,000
Bus Stop Improvement 2 Program	-	163,000	125,000	125,000	-	-	-	413,000
Houghton Rd at Ft. Lowell Rd Intersection Improvements	119,148	857,282	127,500	-	-	-	-	1,103,930
Houghton Rd I-10 to Golf Links Rd RTA 32 (portion of)	25,314,113	1,300,000	-	-	5,335,897	-	-	31,950,010
Irvington Road Intersection Improvements	1,071	750,500	592,500	-	-	-	-	1,344,071
Kolb Road: Sabino Road to Sunrise Drive	17,827,560	620,000	77,033	-	-	-	-	18,524,593
Mission Rd Overpass @ ASARCO Mine Haul	570	177,700	562,300	-	-	-	-	740,570
Sabino Canyon Park Road	55,000	308,000	10,500	-	-	-	-	373,500
Sahuarita Rd & Wilmot Rd Intersection Improvements	2,737,958	100,000	140,000	-	-	-	-	2,977,958
Sandario Rd at Rudasill Rd Intersection Improvements	71,325	180,000	40,000	-	-	-	-	291,325
Santa Cruz Impact Fee Benefit Area Project	-	900,000	3,600,000	-	-	-	-	4,500,000
Sierrita Mountain Rd TWLTL: Hilltop Rd to Viking Street	100,936	742,300	26,700	-	-	-	-	869,936
Sign Inventory and Panel Replacement Phase II	10,000	210,000	454,423	-	-	-	-	674,423
Silverbell Rd Blanco Wash Bridge	386,100	870,000	3,256,377	-	-	-	-	4,512,477
Silverbell Road: Ina Rd to Grant Rd	-	-	-	-	6,400,000	-	-	6,400,000
South Houghton Road Widening	21,936,520	10,120,000	1,225,245	-	-	-	-	33,281,765
Sunset Rd: I-10 to River Rd	27,242,211	17,831,695	16,721,941	-	-	-	-	61,795,847
Valencia Road: Kolb to Houghton	-	-	4,000,000	-	-	-	-	4,000,000
<b>TRANSPORTATION TOTAL</b>	<b>96,590,762</b>	<b>41,135,227</b>	<b>31,359,519</b>	<b>887,850</b>	<b>16,322,747</b>	<b>1,135,000</b>	<b>-</b>	<b>187,431,105</b>
<b><u>Regional Wastewater Reclamation</u></b>								
22nd St Swan to Craycroft Augmentation Phase 2	-	-	-	-	750,000	1,750,000	-	2,500,000
Anammox Treatment Process	354,137	797,804	13,950,000	-	-	-	-	15,101,941
Aviation Corridor Interceptor Rehabilitation	-	-	-	-	-	-	5,000,000	5,000,000
Canoa Ranch Sewer Extension	230,382	6,314,287	-	-	-	-	-	6,544,669
Continental Ranch Interceptor Sewer Augmentation	-	-	-	-	2,000,000	-	-	2,000,000
Continental Ranch Pump Station - Second Force Main	16,954,749	11,414,882	4,917,714	-	-	-	-	33,287,345
Conveyance Odor Control Program Projects FY21/22	506,719	1,000	-	-	-	-	-	507,719

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

<b>Project Name</b>	<b>Prior Year Expenditures</b>	<b>FY 2023/23 Adopted</b>	<b>FY 2023/24 Adopted</b>	<b>FY 2024/25 Adopted</b>	<b>FY 2025/26 Adopted</b>	<b>FY 2026/27 Adopted</b>	<b>Beyond</b>	<b>Total</b>
Conveyance Odor Control Program Projects FY22/23	-	499,000	1,000	-	-	-	-	500,000
Conveyance Odor Control Program Projects FY23/24	-	-	499,000	1,000	-	-	-	500,000
Conveyance Odor Control Program Projects FY24/25	-	-	-	499,000	1,000	-	-	500,000
Conveyance Odor Control Program Projects FY25/26	-	-	-	-	499,000	1,000	-	500,000
Conveyance Odor Control Program Projects FY26/27	-	-	-	-	-	499,000	1,000	500,000
Conveyance Odor Control Program Projects FY27/28	-	-	-	-	-	-	500,000	500,000
Conveyance Pump Station Program Projects FY21/22	219,032	1,000	-	-	-	-	-	220,032
Conveyance Pump Station Program Projects FY22/23	-	999,000	1,000	-	-	-	-	1,000,000
Conveyance Pump Station Program Projects FY23/24	-	-	999,000	1,000	-	-	-	1,000,000
Conveyance Pump Station Program Projects FY24/25	-	-	-	999,000	1,000	-	-	1,000,000
Conveyance Pump Station Program Projects FY25/26	-	-	-	-	999,000	1,000	-	1,000,000
Conveyance Pump Station Program Projects FY26/27	-	-	-	-	-	999,000	1,000	1,000,000
Conveyance Pump Station Program Projects FY27/28	-	-	-	-	-	-	1,000,000	1,000,000
Drachman Augmentation - Santa Rita to UPRR ROW	-	-	-	-	3,000,000	8,000,000	-	11,000,000
Minor Manhole Rehabilitation Projects FY23/24	-	-	1,499,000	1,000	-	-	-	1,500,000
Minor Pipe Rehabilitation Projects FY23/24	-	-	9,999,000	1,000	-	-	-	10,000,000
Minor Rehabilitation Projects - FY 2025/2026	-	-	-	-	1,599,000	1,000	-	1,600,000
Minor Rehabilitation Projects - FY 2026/2027	-	-	-	-	-	1,599,000	1,000	1,600,000
Minor Rehabilitation Projects - FY 2027/2028	-	-	-	-	-	-	1,600,000	1,600,000
Minor Rehabilitation Projects - FY24/25	-	-	-	9,999,000	1,000	-	-	10,000,000
Minor Rehabilitation Projects - FY25/26	-	-	-	-	9,999,000	1,000	-	10,000,000
Minor Rehabilitation Projects - FY26/27	-	-	-	-	-	9,999,000	1,000	10,000,000
Minor Rehabilitation Projects - FY27/28	-	-	-	-	-	-	10,000,000	10,000,000
Minor Rehabilitation Projects FY 21/22	10,356,209	974	-	-	-	-	-	10,357,183
Minor Rehabilitation Projects FY 22/23	-	5,999,000	1,000	-	-	-	-	6,000,000
North West Outfall Interceptor Rehabilitation	-	-	-	-	5,000,000	-	-	5,000,000
Northwest Outfall Siphon at the Santa Cruz River Rehab	311,188	1,316,410	-	-	-	-	-	1,627,598
Old Nogales Hwy Interceptor Rehabilitation	-	-	-	-	-	-	5,000,000	5,000,000
Old Nogales Interc. Aug - New Aerospace Corr Sewer	41,148,320	5,876,511	-	-	-	-	-	47,024,831
Pantano Interceptor Augmentation	-	-	-	250,000	1,750,000	-	-	2,000,000
Prudence Pump Station Relief Sewer	-	-	-	2,500,000	-	-	-	2,500,000
Sahuarita - Green Valley Interceptor	-	-	-	-	-	500,000	33,000,000	33,500,000
Sahuarita Wastewater Reclamation Facility	-	-	-	-	8,000,000	57,000,000	63,000,000	128,000,000
Santa Cruz Central Interceptor Rehabilitation	-	-	-	-	5,000,000	-	-	5,000,000
Santa Cruz East Interceptor Rehabilitation	-	-	-	-	5,000,000	-	-	5,000,000
Sewer Manhole Rehabilitation #12	2,320,907	1,000	-	-	-	-	-	2,321,907
Sewer Manhole Rehabilitation Projects - FY 22/23	-	1,599,000	1,000	-	-	-	-	1,600,000
Sewer Manhole Rehabilitation Projects FY24/25	-	-	-	1,599,000	1,000	-	-	1,600,000
Sewer Utility Minor Modification Projects 21/22	885,887	1,000	-	-	-	-	-	886,887
Sewer Utility Minor Modification Projects 22/23	-	99,000	1,000	-	-	-	-	100,000
Sewer Utility Minor Modification Projects 23/24	-	-	99,000	1,000	-	-	-	100,000
Sewer Utility Minor Modification Projects 24/25	-	-	-	99,000	1,000	-	-	100,000



**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

<b>Project Name</b>	<b>Prior Year Expenditures</b>	<b>FY 2023/23 Adopted</b>	<b>FY 2023/24 Adopted</b>	<b>FY 2024/25 Adopted</b>	<b>FY 2025/26 Adopted</b>	<b>FY 2026/27 Adopted</b>	<b>Beyond</b>	<b>Total</b>
Sewer Utility Minor Modification Projects 25/26	-	-	-	-	99,000	1,000	-	100,000
Sewer Utility Minor Modification Projects 26/27	-	-	-	-	-	99,000	1,000	100,000
Sewer Utility Minor Modification Projects 27/28	-	-	-	-	-	-	100,000	100,000
System-wide Treatment Rehabilitation Program	6,866,789	8,000,000	8,000,000	8,000,000	8,100,000	8,000,000	8,001,000	54,967,789
TRCAB Class A Biosolids	-	1,000,000	15,000,000	28,000,000	-	-	-	44,000,000
Tres Rios Digester Electrical Infrastructure Upgrade	-	-	-	-	-	-	-	-
Tres Rios Headworks Biofilter Odor Control	1,097,743	6,700,000	-	-	-	-	-	7,797,743
Tres Rios WRF Emergency Backup Power	-	3,000,000	-	-	-	-	-	3,000,000
TRWRF Operational Command Control Center	2,442	-	100,000	2,100,000	2,500,000	-	-	4,702,442
Tucson Blvd Flow Mgmt Structure & Siphon Inlet Rehab	1,819,361	500,000	-	-	-	-	-	2,319,361
<b>REGIONAL WASTEWATER RECLAMATION TOTAL</b>	<b>83,073,865</b>	<b>54,119,868</b>	<b>55,067,714</b>	<b>54,050,000</b>	<b>54,300,000</b>	<b>88,450,000</b>	<b>127,206,000</b>	<b>516,267,447</b>
<b>TOTAL CAPITAL IMPROVEMENT PROJECTS</b>	<b>278,950,824</b>	<b>237,945,767</b>	<b>194,715,812</b>	<b>118,194,197</b>	<b>107,842,255</b>	<b>109,749,000</b>	<b>170,356,000</b>	<b>1,216,933,855</b>
Less: Fleet Services		(1,600,000)						
Less: Information Technology		(5,042,000)						
Less: Regional Wastewater Reclamation		(54,119,868)						
<b>TOTAL FY 2022/23 RECOMMENDED CAPITAL PROJECTS FUND</b>		<b>177,183,899</b>						

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS FUNDING  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

Project Name	Prior Years Funding	2022/23 Adopted	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
<b>Analytics and Data Governance</b>								
<b>COPS</b>								
ERP Replacement	-	11,016,920	-	-	-	-	-	11,016,920
<b>COPS - Planning Only</b>								
ERP Replacement	-	84,084	6,336,715	-	-	-	-	6,420,799
<b>Intra Fund Transfer</b>								
ERP Replacement	62,281	-	-	-	-	-	-	62,281
<b><u>Analytics and Data Governance Total</u></b>	62,281	11,101,004	6,336,715	-	-	-	-	17,500,000
<b>Capital Projects Office</b>								
<b>COPS - Planning Only</b>								
SELC Water Phase 1 FY24	-	-	600,000	4,000,000	3,000,000	-	-	7,600,000
<b>Donations</b>								
Gold Star Memorial Installation	-	-	-	-	-	-	-	-
<b>General Fund PAYGO</b>								
Gold Star Memorial Installation	125,000	-	-	-	-	-	-	125,000
SERP / PMP Well Replacement	3,000,000	-	-	-	-	-	-	3,000,000
<b>Requested Operating Transfer - CIP</b>								
Public Art Water Feature	-	-	-	-	-	-	-	-
<b>Transfer In From RWRD</b>								
Public Art Water Feature	-	47,500	-	-	-	-	-	47,500
<b><u>Capital Projects Office Total</u></b>	3,125,000	47,500	600,000	4,000,000	3,000,000	-	-	10,772,500
<b>Environmental Quality</b>								
<b>Funding to be Determined</b>								
Ajo Landfill Closure	-	-	-	-	-	-	1,800,000	1,800,000
Sahuarita Landfill Closure	-	-	-	-	-	-	3,200,000	3,200,000
<b>General Fund PAYGO</b>								
Ina Road Landfill Closure - Phase 2	3,750,000	-	-	-	-	-	-	3,750,000
<b>Requested Operating Transfer - CIP</b>								
Ina Road Landfill Closure - Phase 2	25,348	-	-	-	-	-	-	25,348
<b>Transfer In From RWRD</b>								
Ina Road Landfill Closure - Phase 2	474,652	2,750,000	-	-	-	-	-	3,224,652
<b>Transfer In From Waste Tire</b>								
Tire Yard Improvements	-	600,000	-	-	-	-	-	600,000
<b><u>Environmental Quality Total</u></b>	4,250,000	3,350,000	-	-	-	-	5,000,000	12,600,000
<b>Regional Flood Control District</b>								
<b>Contribution from Private Entities</b>								
SANTA CRUZ RIVER WILDLIFE RAMP	-	-	1,000,000	-	-	-	-	1,000,000

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS FUNDING  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

Project Name	Prior Years Funding	2022/23 Adopted	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
<b>Conversion Non-Bond Funding</b>								
Floodprone Land Acq Program	586,649	-	-	-	-	-	-	586,649
<b>Flood Control Tax Levy Revenue</b>								
Airport Wash / El Vado Wash Drainage Improvements	1,356,198	500,000	1,000,000	-	-	-	-	2,856,198
ALERT Flood Warning System Conversion to ALERT2	461,429	393,000	-	-	-	-	-	854,429
Big Horn Fire Flood Hazard Mitigation	378,191	-	322,176	-	-	-	-	700,367
CDO Wash North Bank: Thornydale to I-10	945,708	-	-	-	-	-	-	945,708
City of Tucson Downtown Links Project	3,000,000	3,000,000	-	-	-	-	-	6,000,000
Fairgrounds South Houghton Channels	458,166	4,000,000	-	2,000,000	2,000,000	2,000,000	-	10,458,166
Floodprone Land Acq Program	27,936,116	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000	36,936,116
Green Stormwater Infrastructure	1,221,413	500,000	-	-	-	-	-	1,721,413
Green Valley Drainageway Program	2,936,485	500,000	500,000	500,000	500,000	-	-	4,936,485
Landscape Enhancement and Restoration	-	300,000	300,000	300,000	300,000	300,000	-	1,500,000
Loop Ongoing Improvements and Maintenance	-	300,000	300,000	300,000	300,000	300,000	-	1,500,000
Major Watercourse Infrastructure Management	4,425,270	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000	12,000,000	30,425,270
Pantano Grade Control Structures	159,544	500,000	1,666,667	1,666,666	1,666,666	-	-	5,659,543
Riparian Mitigation Project Acquisition Fund	97,391	-	-	-	-	-	-	97,391
Ruthrauff, Gardner lane UPRR Culvert	471,850	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	-	5,471,850
SANTA CRUZ RIVER CORAZON IMPROVEMENTS	-	320,000	1,000,000	1,000,000	1,000,000	1,000,000	-	4,320,000
Santa Cruz River Irvington to Drexel Improvements	785,151	700,000	-	-	-	-	-	1,485,151
SANTA CRUZ RIVER WILDLIFE RAMP	-	500,000	1,500,000	-	-	-	-	2,000,000
Tucson Diversion Levee -Swan to Craycroft Improvements	86,852	-	500,000	1,000,000	1,000,000	-	-	2,586,852
Urban Drainage	12,524,172	1,500,000	2,000,000	2,000,000	2,000,000	3,000,000	12,000,000	35,024,172
<b>General Government Fees</b>								
Urban Drainage	9,065	-	-	-	-	-	-	9,065
<b>Grant Funding for CIP Program - Pending Approval</b>								
SANTA CRUZ RIVER CORAZON IMPROVEMENTS	-	-	1,680,000	2,000,000	2,000,000	2,000,000	-	7,680,000
<b>Interest - Governmental and Agency Funds</b>								
Floodprone Land Acq Program	8,359	-	-	-	-	-	-	8,359
<b>Interest Earned on Debt Proceeds</b>								
Floodprone Land Acq Program	5,115	-	-	-	-	-	-	5,115
<b>Misc. Revenue - Stale Dated Warrants</b>								
Floodprone Land Acq Program	2,396	-	-	-	-	-	-	2,396
Riparian Mitigation Project Acquisition Fund	350	-	-	-	-	-	-	350
Ruthrauff, Gardner lane UPRR Culvert	1,405	-	-	-	-	-	-	1,405
<b>Other Misc. Revenue - Governmental and Agency Funds</b>								
CDO Wash North Bank: Thornydale to I-10	1,291,324	-	-	-	-	-	-	1,291,324
Floodprone Land Acq Program	541,628	-	-	-	-	-	-	541,628
Riparian Mitigation Project Acquisition Fund	290	-	-	-	-	-	-	290

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS FUNDING  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

Project Name	Prior Years Funding	2022/23 Adopted	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
<b>Proceeds Sale of Land</b>								
Floodprone Land Acq Program	233,023	-	-	-	-	-	-	233,023
<b>Star Pass Funds</b>								
Floodprone Land Acq Program	338,313	-	-	-	-	-	-	338,313
<b>Transfer In from Flood Control</b>								
Altar/Brawley Erosion Protection and Mitigation	-	130,000	130,000	130,000	130,000	-	-	520,000
Cienega Creek Natural Preserve Fence Improvement	-	255,750	-	-	-	-	-	255,750
Riparian Mitigation Project Acquisition Fund	2,690,618	465,363	500,000	500,000	500,000	500,000	2,000,000	7,155,981
<b>Transfer In From Other Special Revenue - Grants</b>								
Big Horn Fire Flood Hazard Mitigation	-	2,650,000	1,428,529	-	-	-	-	4,078,529
<b>Transfer In From RWRD</b>								
Continental Ranch Regional Force Main Loop Restoration	-	200,000	1,500,000	2,000,000	490,194	-	-	4,190,194
<b>Regional Flood Control District Total</b>	62,952,471	20,714,113	20,327,372	18,396,666	16,886,860	14,100,000	30,000,000	183,377,482
<b>Facilities Management</b>								
<b>COPS</b>								
130 W Congress Facade Improvements	126,478	-	-	-	-	-	-	126,478
Adult Detention Security Replacement	33,042	5,500,000	3,929,319	-	-	-	-	9,462,361
Defense Services Building - Juvenile Courts	3,377,468	100,000	-	-	-	-	-	3,477,468
Downtown Central Plant Chiller 4 New Tower	-	1,500,000	-	-	-	-	-	1,500,000
Northwest County Service Center - Design Phase	265,489	-	-	-	-	-	-	265,489
Office of the Medical Examiner - Construction Phase	-	2,416,350	1,335,925	-	-	-	-	3,752,275
Office of the Medical Examiner - Design Phase	-	1,488,217	93,365	-	-	-	-	1,581,582
<b>COPS - Planning Only</b>								
32 N. Stone Facade Improvements	-	-	700,000	9,400,000	9,900,000	-	-	20,000,000
Office of the Medical Examiner - Construction Phase	-	18,763,650	10,524,075	4,860,000	-	-	-	34,147,725
Office of the Medical Examiner - Design Phase	-	-	165,423	-	-	-	-	165,423
<b>Donations</b>								
Teatro Carmen Restoration	-	-	243,042	2,756,958	-	-	-	3,000,000
<b>FM Facilities Renewal Funding</b>								
130 W Congress Facade Improvements	1,564,455	6,600,000	4,150,598	-	-	-	-	12,315,053
<b>Grant Funding for CIP Program - Pending Approval</b>								
Northwest County Service Center - Design Phase	-	3,500,000	510,839	-	-	-	-	4,010,839
<b>Interest Earned on Debt Proceeds</b>								
Curley Gym Renovation Project	128,872	-	-	-	-	-	-	128,872
<b>Library District Funding</b>								
Martha Cooper Library Expansion	536,628	5,060,000	1,450,000	-	-	-	-	7,046,628
Richard Elias - Mission Library Expansion	14,332	3,500,000	2,833,436	1,603,500	-	-	-	7,951,268
Southwest Library	654,297	500,000	4,500,000	7,098,473	-	-	-	12,752,770
Woods Library Property Acquisition and Demo	-	1,150,000	-	-	-	-	-	1,150,000

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS FUNDING  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

Project Name	Prior Years Funding	2022/23 Adopted	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
<b>Other Misc. Revenue - Governmental and Agency Funds</b>								
Defense Services Building - Juvenile Courts	300	-	-	-	-	-	-	300
Northwest County Service Center - Design Phase	1,023	-	-	-	-	-	-	1,023
<b>PAYGO COPS</b>								
130 W Congress Facade Improvements	527,336	-	-	-	-	-	-	527,336
Adult Detention Security Replacement	321,344	-	-	-	-	-	-	321,344
Defense Services Building - Juvenile Courts	3,005,902	-	-	-	-	-	-	3,005,902
Kino Campus Building Infrastructure	477,869	-	-	-	-	-	-	477,869
Northwest County Service Center - Design Phase	425,911	-	-	-	-	-	-	425,911
Office of the Medical Examiner - Design Phase	546,375	-	-	-	-	-	-	546,375
<b>Transfer In from General Fund</b>								
130 W Congress Facade Improvements	475,000	-	-	-	-	-	-	475,000
Adult Detention Security Replacement	475,000	-	-	-	-	-	-	475,000
Defense Services Building - Juvenile Courts	1,525,000	-	-	-	-	-	-	1,525,000
Kino Campus Building Infrastructure	2,428,756	1,896,625	1,593,375	-	-	-	-	5,918,756
Northwest County Service Center - Design Phase	3,775,000	-	-	-	-	-	-	3,775,000
Office of the Medical Examiner - Design Phase	475,000	-	-	-	-	-	-	475,000
Old Tucson Warehouse	-	2,100,000	-	-	-	-	-	2,100,000
Public Works Building - 2nd Floor Renovation	-	-	3,000,000	-	-	-	-	3,000,000
Teatro Carmen Restoration	2,100,286	450,000	412,100	-	-	-	-	2,962,386
<b>Transfer In From Other Special Revenue - Grants</b>								
Curley Gym Renovation Project	60,984	1,700,000	400,017	-	-	-	-	2,161,001
Northwest County Service Center - Construction Phase	-	9,000,000	19,000,000	1,202,000	-	-	-	29,202,000
Northwest County Service Center - Design Phase	1,993,129	-	-	-	-	-	-	1,993,129
Office of the Medical Examiner - Construction Phase	-	1,520,000	2,280,000	-	-	-	-	3,800,000
Office of the Medical Examiner - Design Phase	-	50,000	-	-	-	-	-	50,000
<b>Facilities Management Total</b>	<b>25,315,276</b>	<b>66,794,842</b>	<b>57,121,514</b>	<b>26,920,931</b>	<b>9,900,000</b>	<b>-</b>	<b>-</b>	<b>186,052,563</b>
<b>Fleet Services</b>								
<b>Intra Fund Transfer</b>								
Ajo Arizona Fuel Island	1,829	1,400,000	-	-	-	-	-	1,401,829
Ina Road Fuel Island	683,285	200,000	-	-	-	-	-	883,285
<b>Transfer In From Capital Projects</b>								
Ina Road Fuel Island	1,215,879	-	-	-	-	-	-	1,215,879
<b>Fleet Services Total</b>	<b>1,900,993</b>	<b>1,600,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,500,993</b>

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS FUNDING  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

Project Name	Prior Years Funding	2022/23 Adopted	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
<b>Information Technology</b>								
<b>Intra Fund Transfer</b>								
Cabling Lifecycle Management Plan FY 22/23 - Fund 6000	-	500,000	-	-	-	-	-	500,000
Cabling Lifecycle Management Plan FY 23/24 - Fund 6000	-	-	500,000	-	-	-	-	500,000
Cabling Lifecycle Management Plan FY 24/25 - Fund 6000	-	-	-	500,000	-	-	-	500,000
Cabling Lifecycle Management Plan FY 25/26 - Fund 6000	-	-	-	-	500,000	-	-	500,000
Cabling Lifecycle Management Plan FY 26/27 - Fund 6000	-	-	-	-	-	500,000	-	500,000
Cabling Lifecycle Management Plan FY 27/28 - Fund 6000	-	-	-	-	-	-	500,000	500,000
Cisco Network Equipment FY 24/25 - Fund 6000	-	-	-	780,000	-	-	-	780,000
Data Center Switch Replacement 23/24 - Fund 6013	-	-	500,000	-	-	-	-	500,000
Data Center Switch Replacement 25/26 - Fund 6013	-	-	-	-	500,000	-	-	500,000
Hyper Converge Server/Storage FY 22/23 - Fund 6013	-	3,300,000	-	-	-	-	-	3,300,000
Hyper Converge Server/Storage FY 23/24 - Fund 6013	-	-	3,302,500	-	-	-	-	3,302,500
Hyper Converge Server/Storage FY 24/25 - Fund 6013	-	-	-	7,032,750	-	-	-	7,032,750
Hyper Converge Server/Storage FY 25/26 - Fund 6013	-	-	-	-	3,366,025	-	-	3,366,025
Hyper Converge Server/Storage FY 26/27 - Fund 6013	-	-	-	-	-	3,300,000	-	3,300,000
Hyper Converge Server/Storage FY 27/28 - Fund 6013	-	-	-	-	-	-	4,500,000	4,500,000
Network Refresh 22/23 - Fund 6000	-	1,242,000	-	-	-	-	-	1,242,000
Network Refresh 23/24 - Fund 6000	-	-	1,152,000	-	-	-	-	1,152,000
Network Refresh 24/25 - Fund 6000	-	-	-	1,387,000	-	-	-	1,387,000
Network Refresh 25/26 - Fund 6000	-	-	-	-	1,387,000	-	-	1,387,000
Network Refresh 26/27 - Fund 6000	-	-	-	-	-	1,500,000	-	1,500,000
Network Refresh 27/28 - Fund 6000	-	-	-	-	-	-	1,500,000	1,500,000
PC Attorney Storage Lifecycle Mgmt FY 25/26 - Fund 6013	-	-	-	-	363,000	-	-	363,000
PCSD Backup Recovery Tape Library FY 24/25 - Fund 6013	-	-	-	600,000	-	-	-	600,000
PCSD Data Center Refresh - Fund 6013	-	-	1,500,000	-	-	-	1,650,000	3,150,000
<b>Library District Funding</b>								
Library Internet Hotspot Expansion	-	500,000	500,000	500,000	500,000	500,000	-	2,500,000
Library Network Equipment Refresh Phase II	-	264,000	264,000	264,000	264,000	264,000	-	1,320,000
<b>Transfer In From Library District</b>								
Library Internet Hotspot Expansion	-	1,500,000	1,000,000	-	-	-	-	2,500,000
<b>Information Technology Total</b>	-	7,306,000	8,718,500	11,063,750	6,880,025	6,064,000	8,150,000	48,182,275
<b>Kino Sports Complex</b>								
Kino South Beach Volleyball	-	542,000	1,458,000	-	-	-	-	2,000,000
<b>General Fund PAYGO</b>								
Kino Main Quad & Fields 11/12 Restrooms	725,000	-	-	-	-	-	-	725,000
<b>Transfer In from General Fund</b>								
Kino South District Partnership	2,075,000	8,675,000	-	-	-	-	-	10,750,000
<b>Transfer In From Other Special Revenue - Grants</b>								
Main Parking Lot Upgrades - New Paving & Renovation	1,657,844	1,300,000	488,636	-	-	-	-	3,446,480
<b>Kino Sports Complex Total</b>	4,457,844	10,517,000	1,946,636	-	-	-	-	16,921,480

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS FUNDING  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

Project Name	Prior Years Funding	2022/23 Adopted	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
<b>Natural Resources, Parks &amp; Recreation</b>								
<b>Funding to be Determined</b>								
Canoa Ranch Campground Development	-	38,288	750,000	-	-	-	-	788,288
<b>General Fund PAYGO</b>								
Canoa Ranch Campground Development	850,000	750,000	-	-	-	-	-	1,600,000
Canoa Ranch Manning Senior Rehabilitation	896,369	700,000	-	-	-	-	-	1,596,369
LED Sports Conversion McDonald Park	-	1,600,000	-	-	-	-	-	1,600,000
LED Sports Conversion Thomas Jay	-	900,000	-	-	-	-	-	900,000
Open Space projects to be defined	-	2,000,000	-	-	-	-	-	2,000,000
Robles Ranch Thrift Store and Foodbank	-	1,250,000	250,000	-	-	-	-	1,500,000
<b>Grant Funding for CIP Program - Pending Approval</b>								
Canoa Ranch Manning Senior Rehabilitation	-	-	-	-	-	-	-	-
<b>Interest Earned on Debt Proceeds</b>								
Canoa Ranch Campground Development	-	-	-	-	-	-	-	-
<b>Intra Fund Transfer</b>								
Canoa Ranch Manning Senior Rehabilitation	3,631	-	-	-	-	-	-	3,631
Manzanita Park Multi-use Field	(200,000)	-	-	-	-	-	-	(200,000)
<b>Other Misc. Revenue - Governmental and Agency Funds</b>								
Ann Day Park Lighting	820,000	820,000	-	-	-	-	-	1,640,000
Canoa Ranch Manning Senior Rehabilitation	-	54,620	-	-	-	-	-	54,620
Los Ninos Splash Pad	900,000	900,000	-	-	-	-	-	1,800,000
Manzanita Park Multi-use Field	2,300,000	1,886,400	5,000	-	-	-	-	4,191,400
<b>PAYGO COPS</b>								
Canoa Ranch Campground Development	-	-	-	-	-	-	-	-
Canoa Ranch Manning Senior Rehabilitation	-	193,631	-	-	-	-	-	193,631
<b>Requested Operating Transfer - CIP</b>								
Canoa Ranch Campground Development	-	150,000	-	-	-	-	-	150,000
<b>Transfer In from General Fund</b>								
Canoa Ranch Campground Development	150,000	-	-	-	-	-	-	150,000
Manzanita Park Multi-use Field	101,500	-	-	-	-	-	-	101,500
<b>Transfer In From Other Special Revenue</b>								
Canoa Ranch Campground Development	250,000	-	-	-	-	-	-	250,000
Canoa Ranch Manning Senior Rehabilitation	50,000	200,000	-	-	-	-	-	250,000
Gilbert Ray Campground Improvements - FY22	67,467	-	-	-	-	-	-	67,467
Manzanita Park Multi-use Field	250,000	-	-	-	-	-	-	250,000
<b>Transfer In From Other Special Revenue - Grants</b>								
Canoa Ranch Manning Senior Rehabilitation	90,000	-	-	-	-	-	-	90,000
<b><u>Natural Resources, Parks &amp; Recreation Total</u></b>	<b>6,528,967</b>	<b>11,442,939</b>	<b>1,005,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>18,886,906</b>

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS FUNDING  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

Project Name	Prior Years Funding	2022/23 Adopted	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
<b>Sherriff</b>								
<b>COPS</b>								
Sheriff's San Xavier District Substation	-	15,000	5,120,000	2,575,000	-	-	-	7,710,000
<b>Funding to be Determined</b>								
Aircraft Hangar - Aero Park Blvd	-	-	11,569	-	-	-	-	11,569
<b>General Fund PAYGO</b>								
Aircraft Hangar - Aero Park Blvd	1,891,139	3,780,595	1,816,697	-	-	-	-	7,488,431
<b>Intra Fund Transfer</b>								
Sheriff's San Xavier District Substation	325,000	-	-	-	-	-	-	325,000
<b>Transfer In from General Fund</b>								
Sheriff's San Xavier District Substation	-	585,000	380,000	-	-	-	-	965,000
<b>Sherriff Total</b>	2,216,139	4,380,595	7,328,266	2,575,000	-	-	-	16,500,000
<b>Office of Sustainability and Conservation</b>								
<b>City Revenue Other Operating</b>								
Archaeological Mitigation for COT Silverbell Widening	2,428,682	1,250,000	300,000	300,000	552,623	-	-	4,831,305
City of Tucson Fort Lowell Phase 1	-	600,000	2,550,000	-	-	-	-	3,150,000
<b>Transfer In From Other Special Revenue</b>								
Juan Santa Cruz Picnic Area Rehabilitation	-	40,000	-	-	-	-	-	40,000
<b>Transfer In From Other Special Revenue - Grants</b>								
Juan Santa Cruz Picnic Area Rehabilitation	-	190,000	-	-	-	-	-	190,000
<b>Office of Sustainability and Conservation Total</b>	2,428,682	2,080,000	2,850,000	300,000	552,623	-	-	8,211,305
<b>Transportation</b>								
<b>Central Region Impact Fee</b>								
Valencia Road: Kolb to Houghton	-	-	125,000	-	-	-	-	125,000
<b>City Revenue Other Operating</b>								
Houghton Rd I-10 to Golf Links Rd RTA 32 (portion of)	213,930	-	-	-	-	-	-	213,930
Kolb Road: Sabino Road to Sunrise Drive	1,342,301	-	-	-	-	-	-	1,342,301
South Houghton Road Widening	4,333,631	-	-	-	-	-	-	4,333,631
Sunset Rd: I-10 to River Rd	2,500,000	2,500,000	-	-	-	-	-	5,000,000
<b>COPS</b>								
South Houghton Road Widening	-	6,670,427	-	-	-	-	-	6,670,427
<b>COPS - Planning Only</b>								
South Houghton Road Widening	-	-	1,225,245	-	-	-	-	1,225,245
<b>County Highway User Revenue Fund</b>								
Mission Rd Overpass @ ASARCO Mine Haul	570	10,129	32,051	-	-	-	-	42,750
Sabino Canyon Park Road	55,000	308,000	10,500	-	-	-	-	373,500
Sandario Rd at Rudasill Rd Intersection Improvements	5,232	180,000	40,000	-	-	-	-	225,232
Sunset Rd: I-10 to River Rd	600,000	-	2,705,745	-	-	-	-	3,305,745



**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS FUNDING  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

Project Name	Prior Years Funding	2022/23 Adopted	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
<b>DOT-29 Houghton Rd Gf Lnk</b>								
Houghton Rd I-10 to Golf Links Rd RTA 32 (portion of)	18,391,774	-	-	-	-	-	-	18,391,774
<b>DOT-32 Kolb Road, Sabino</b>								
Kolb Road: Sabino Road to Sunrise Drive	1,880,399	620,000	77,033	-	-	-	-	2,577,432
<b>DOT-58 22nd St I-10 to Tucson Blvd Improvements</b>								
22nd St I-10 to Tucson Blvd Improvements	788,250	5,584,750	-	-	-	-	-	6,373,000
<b>Grant Funding for CIP Program - Pending Approval</b>								
Ajo Airport Airfield Lighting Design	-	20,000	-	-	-	-	-	20,000
Ajo Airport Runway and Taxi Asphalt Overlay	-	364,240	400,000	-	-	-	-	764,240
Bus Stop Improvement 2 Program	-	130,000	100,000	100,000	-	-	-	330,000
Mission Rd Overpass @ ASARCO Mine Haul	-	-	-	-	-	-	-	-
Silverbell Rd Blanco Wash Bridge	-	500,000	400,000	-	-	-	-	900,000
Sunset Rd: I-10 to River Rd	-	10,731,752	-	-	-	-	-	10,731,752
<b>Impact Fees ( Altar Valley)</b>								
Sierrita Mountain Rd TWLTL: Hilltop Rd to Viking Street	92,560	742,300	26,700	-	-	-	-	861,560
<b>Impact Fees (Avra Valley)</b>								
Sandario Rd at Rudasill Rd Intersection Improvements	65,923	-	-	-	-	-	-	65,923
<b>Impact Fees (Catalina Foothills)</b>								
Houghton Rd at Ft. Lowell Rd Intersection Improvements	119,148	857,282	127,500	-	-	-	-	1,103,930
Houghton Rd I-10 to Golf Links Rd RTA 32 (portion of)	-	1,300,000	-	-	-	-	-	1,300,000
Kolb Road: Sabino Road to Sunrise Drive	4,042,327	-	-	-	-	-	-	4,042,327
<b>Impact Fees (CDO)</b>								
1st Ave Orange Grove Rd to Ina Rd RTA13	-	-	-	64,700	460,000	100,000	-	624,700
Sunset Rd: I-10 to River Rd	399,944	348,470	-	-	-	-	-	748,414
<b>Impact Fees (San Xavier)</b>								
Valencia Road: Kolb to Houghton	-	-	3,875,000	-	-	-	-	3,875,000
<b>Impact Fees (Santa Cruz Valley)</b>								
Santa Cruz Impact Fee Benefit Area Project	-	900,000	3,600,000	-	-	-	-	4,500,000
<b>Impact Fees (Silverbell Tortolita)</b>								
Silverbell Rd Blanco Wash Bridge	317,100	370,000	2,856,377	-	-	-	-	3,543,477
<b>Impact Fees (Southeast)</b>								
Houghton Rd I-10 to Golf Links Rd RTA 32 (portion of)	5,100,183	-	-	-	-	-	-	5,100,183
Sahuarita Rd & Wilmot Rd Intersection Improvements	10,161	-	9,711	-	-	-	-	19,872
South Houghton Road Widening	16,841,254	-	-	-	-	-	-	16,841,254
<b>Impact Fees (Southwest)</b>								
Irvington Road Intersection Improvements	1,071	750,500	592,500	-	-	-	-	1,344,071
<b>Impact Fees (Tucson Mtns)</b>								
Sunset Rd: I-10 to River Rd	1,413,418	-	-	-	-	-	-	1,413,418
<b>Intra Fund Transfer</b>								
South Houghton Road Widening	619,345	-	-	-	-	-	-	619,345

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS FUNDING  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

Project Name	Prior Years Funding	2022/23 Adopted	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
<b>North Region Impact Fee</b>								
Silverbell Road: Ina Rd to Grant Rd	-	-	-	-	6,400,000	-	-	6,400,000
Sunset Rd: I-10 to River Rd	885,000	3,104,669	-	-	-	-	-	3,989,669
<b>Northeast Region Impact Fee</b>								
Houghton Rd I-10 to Golf Links Rd RTA 32 (portion of)	-	-	-	-	1,173,691	-	-	1,173,691
<b>Other Misc. Revenue - Governmental and Agency Funds</b>								
Kolb Road: Sabino Road to Sunrise Drive	213,057	-	-	-	-	-	-	213,057
Sunset Rd: I-10 to River Rd	184	-	-	-	-	-	-	184
<b>Requested Operating Transfer - CIP</b>								
Kolb Road: Sabino Road to Sunrise Drive	-	-	-	-	-	-	-	-
<b>RTA - Sales Tax-Roadway Element</b>								
1st Ave Orange Grove Rd to Ina Rd RTA13	-	-	-	698,150	4,126,850	1,035,000	-	5,860,000
Sahuarita Rd & Wilmot Rd Intersection Improvements	2,396,507	100,000	130,289	-	-	-	-	2,626,796
Sunset Rd: I-10 to River Rd	16,691,945	1,146,804	14,016,196	-	-	-	-	31,854,945
<b>Southeast Region Impact Fee</b>								
Houghton Rd I-10 to Golf Links Rd RTA 32 (portion of)	-	-	-	-	4,162,206	-	-	4,162,206
South Houghton Road Widening	126,112	3,449,573	-	-	-	-	-	3,575,685
<b>State Revenue</b>								
Sunset Rd: I-10 to River Rd	2,000,001	-	-	-	-	-	-	2,000,001
<b>Transfer In From Other Special Revenue - Grants</b>								
Kolb Road: Sabino Road to Sunrise Drive	8,846,789	-	-	-	-	-	-	8,846,789
Mission Rd Overpass @ ASARCO Mine Haul	-	167,571	530,249	-	-	-	-	697,820
Sign Inventory and Panel Replacement Phase II	-	210,000	454,423	-	-	-	-	664,423
Silverbell Rd Blanco Wash Bridge	64,100	-	-	-	-	-	-	64,100
<b>Transfer In from Transportation</b>								
Ajo Airport Airfield Lighting Design	-	-	-	-	-	-	-	-
Ajo Airport Runway and Taxi Asphalt Overlay	-	35,760	-	-	-	-	-	35,760
Bus Stop Improvement 2 Program	-	33,000	25,000	25,000	-	-	-	83,000
<b>Transportation Total</b>	<b>90,357,216</b>	<b>41,135,227</b>	<b>31,359,519</b>	<b>887,850</b>	<b>16,322,747</b>	<b>1,135,000</b>	<b>-</b>	<b>181,197,559</b>

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS FUNDING  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

Project Name	Prior Years Funding	2022/23 Adopted	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
<b>Regional Wastewater Reclamation</b>								
<b>City Revenue Other Non Operating</b>								
Old Nogales Interc. Aug - New Aerospace Corr Sewer	87,799	-	-	-	-	-	-	87,799
<b>Misc. Revenue - Stale Dated Warrants</b>								
Old Nogales Interc. Aug - New Aerospace Corr Sewer	15,331	-	-	-	-	-	-	15,331
<b>Other Misc. Revenue-Proprietary Funds</b>								
Old Nogales Interc. Aug - New Aerospace Corr Sewer	290	-	-	-	-	-	-	290
<b>RWRD Obligations</b>								
22nd St Swan to Craycroft Augmentation Phase 2	-	-	-	-	750,000	1,750,000	-	2,500,000
Anammox Treatment Process	354,137	797,804	13,950,000	-	-	-	-	15,101,941
Aviation Corridor Interceptor Rehabilitation	-	-	-	-	-	-	5,000,000	5,000,000
Canoa Ranch Sewer Extension	230,382	6,314,287	-	-	-	-	-	6,544,669
Continental Ranch Interceptor Sewer Augmentation	-	-	-	-	2,000,000	-	-	2,000,000
Continental Ranch Pump Station - Second Force Main	15,643,388	11,414,882	4,917,714	-	-	-	-	31,975,984
Conveyance Odor Control Program Projects FY21/22	337,671	1,000	-	-	-	-	-	338,671
Conveyance Odor Control Program Projects FY22/23	-	499,000	1,000	-	-	-	-	500,000
Conveyance Odor Control Program Projects FY23/24	-	-	499,000	1,000	-	-	-	500,000
Conveyance Odor Control Program Projects FY24/25	-	-	-	499,000	1,000	-	-	500,000
Conveyance Odor Control Program Projects FY25/26	-	-	-	-	499,000	1,000	-	500,000
Conveyance Odor Control Program Projects FY26/27	-	-	-	-	-	499,000	1,000	500,000
Conveyance Odor Control Program Projects FY27/28	-	-	-	-	-	-	500,000	500,000
Conveyance Pump Station Program Projects FY21/22	140,931	1,000	-	-	-	-	-	141,931
Conveyance Pump Station Program Projects FY22/23	-	999,000	1,000	-	-	-	-	1,000,000
Conveyance Pump Station Program Projects FY23/24	-	-	999,000	1,000	-	-	-	1,000,000
Conveyance Pump Station Program Projects FY24/25	-	-	-	999,000	1,000	-	-	1,000,000
Conveyance Pump Station Program Projects FY25/26	-	-	-	-	999,000	1,000	-	1,000,000
Conveyance Pump Station Program Projects FY26/27	-	-	-	-	-	999,000	1,000	1,000,000
Conveyance Pump Station Program Projects FY27/28	-	-	-	-	-	-	1,000,000	1,000,000
Drachman Augmentation - Santa Rita to UPRR ROW	-	-	-	-	3,000,000	8,000,000	-	11,000,000
Minor Manhole Rehabilitation Projects FY23/24	-	-	1,499,000	1,000	-	-	-	1,500,000
Minor Pipe Rehabilitation Projects FY23/24	-	-	9,999,000	1,000	-	-	-	10,000,000
Minor Rehabilitation Projects - FY 2025/2026	-	-	-	-	1,599,000	1,000	-	1,600,000
Minor Rehabilitation Projects - FY 2026/2027	-	-	-	-	-	1,599,000	1,000	1,600,000
Minor Rehabilitation Projects - FY 2027/2028	-	-	-	-	-	-	1,600,000	1,600,000
Minor Rehabilitation Projects - FY24/25	-	-	-	9,999,000	1,000	-	-	10,000,000
Minor Rehabilitation Projects - FY25/26	-	-	-	-	9,999,000	1,000	-	10,000,000
Minor Rehabilitation Projects - FY26/27	-	-	-	-	-	9,999,000	1,000	10,000,000
Minor Rehabilitation Projects - FY27/28	-	-	-	-	-	-	10,000,000	10,000,000
Minor Rehabilitation Projects FY 21/22	10,286,099	974	-	-	-	-	-	10,287,073
Minor Rehabilitation Projects FY 22/23	-	5,999,000	1,000	-	-	-	-	6,000,000
North West Outfall Interceptor Rehabilitation	-	-	-	-	5,000,000	-	-	5,000,000
Northwest Outfall Siphon at the Santa Cruz River Rehab	298,971	1,316,410	-	-	-	-	-	1,615,381

**SUMMARY OF ACTIVE CAPITAL IMPROVEMENT PROJECTS FUNDING  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

Project Name	Prior Years Funding	2022/23 Adopted	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
Old Nogales Hwy Interceptor Rehabilitation	-	-	-	-	-	-	5,000,000	5,000,000
Old Nogales Interc. Aug - New Aerospace Corr Sewer	34,688,183	5,876,511	-	-	-	-	-	40,564,694
Pantano Interceptor Augmentation	-	-	-	250,000	1,750,000	-	-	2,000,000
Prudence Pump Station Relief Sewer	-	-	-	2,500,000	-	-	-	2,500,000
Sahuarita - Green Valley Interceptor	-	-	-	-	-	500,000	33,000,000	33,500,000
Sahuarita Wastewater Reclamation Facility	-	-	-	-	8,000,000	57,000,000	63,000,000	128,000,000
Santa Cruz Central Interceptor Rehabilitation	-	-	-	-	5,000,000	-	-	5,000,000
Santa Cruz East Interceptor Rehabilitation	-	-	-	-	5,000,000	-	-	5,000,000
Sewer Manhole Rehabilitation #12	2,269,847	1,000	-	-	-	-	-	2,270,847
Sewer Manhole Rehabilitation Projects - FY 22/23	-	1,599,000	1,000	-	-	-	-	1,600,000
Sewer Manhole Rehabilitation Projects FY24/25	-	-	-	1,599,000	1,000	-	-	1,600,000
Sewer Utility Minor Modification Projects 21/22	813,085	1,000	-	-	-	-	-	814,085
Sewer Utility Minor Modification Projects 22/23	-	99,000	1,000	-	-	-	-	100,000
Sewer Utility Minor Modification Projects 23/24	-	-	99,000	1,000	-	-	-	100,000
Sewer Utility Minor Modification Projects 24/25	-	-	-	99,000	1,000	-	-	100,000
Sewer Utility Minor Modification Projects 25/26	-	-	-	-	99,000	1,000	-	100,000
Sewer Utility Minor Modification Projects 26/27	-	-	-	-	-	99,000	1,000	100,000
Sewer Utility Minor Modification Projects 27/28	-	-	-	-	-	-	100,000	100,000
System-wide Treatment Rehabilitation Program	6,736,144	8,000,000	8,000,000	8,000,000	8,100,000	8,000,000	8,001,000	54,837,144
TRCAB Class A Biosolids	-	1,000,000	15,000,000	28,000,000	-	-	-	44,000,000
Tres Rios Headworks Biofilter Odor Control	1,097,743	6,700,000	-	-	-	-	-	7,797,743
Tres Rios WRF Emergency Backup Power	-	3,000,000	-	-	-	-	-	3,000,000
TRWRF Operational Command Control Center	2,442	-	100,000	2,100,000	2,500,000	-	-	4,702,442
Tucson Blvd Flow Mgmt Structure & Siphon Inlet Rehab	850,588	500,000	-	-	-	-	-	1,350,588
<b>Transfer In From Capital Projects</b>								
Continental Ranch Pump Station - Second Force Main	492,373	-	-	-	-	-	-	-
Old Nogales Interc. Aug - New Aerospace Corr Sewer	6,356,717	-	-	-	-	-	-	-
<b>Regional Wastewater Reclamation Total</b>	<b>80,702,121</b>	<b>54,119,868</b>	<b>55,067,714</b>	<b>54,050,000</b>	<b>54,300,000</b>	<b>88,450,000</b>	<b>127,206,000</b>	<b>507,046,613</b>
<b>Total Capital Improvement Projects</b>	<b>284,296,990</b>	<b>234,589,088</b>	<b>192,661,236</b>	<b>118,194,197</b>	<b>107,842,255</b>	<b>109,749,000</b>	<b>170,356,000</b>	<b>1,210,749,676</b>
<b>Less: Fleet Services</b>		<b>(1,600,000)</b>						
<b>Less: Information Technology</b>		<b>(5,042,000)</b>						
<b>Less: Regional Wastewater Reclamation</b>		<b>(54,119,868)</b>						
<b>Total FY 2022/23 Adopted Capital Projects Funds</b>		<b>173,827,220</b>						

Note: Totals include funding that will carry forward from fiscal year 2021/22 to fiscal year 2022/23 as well as funding for projects that incurred expenses in fiscal year 2021/22.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

<b>Project Name</b>	<b>Capital Expenditures:</b>							
Sahuarita Wastewater Reclamation Facility	Prior Years	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
	-	-	-	-	8,000,000	57,000,000	63,000,000	128,000,000

		Increase/(Decrease) from Prior Year				
<b>O&amp;M Impact</b>		FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
Personnel Services		-	-	-	-	-
Supplies & Services		-	-	-	-	-
Capital		-	-	-	-	-
Total O&M		-	-	-	-	-
Revenue		-	-	-	-	-
Net Fund Impact		-	-	-	-	-
Additional FTEs		-	-	-	-	-

**Department**  
Regional Wastewater  
Reclamation

**Project Description**

Design, permit, and construct a new 8 million gallons a day wastewater reclamation facility. The facility should be reliable, low maintenance, easy to operate and possibly automated through the use of Supervisory Control and Data Acquisition features. Facility will use latest state of the art technology integrating high efficiency equipment to minimize the facility's environmental footprint.

**Project Justification**

Planning studies predict significant future growth in the service areas identified above, and as the major wastewater service provider in the region, it is necessary to start now in preparing for sewer service. Estimates predict that the combined flows from these service areas will approach 6 MGD by 2041. Construction of an 8 MGD treatment plant will allow this facility to serve these areas well beyond this period.

<b>Project Name</b>	<b>Capital Expenditures:</b>							
System-wide Treatment Rehabilitation Program	Prior Years	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
	-	8,000,000	8,000,000	8,000,000	8,100,000	8,000,000	8,001,000	48,101,000

		Increase/(Decrease) from Prior Year				
<b>O&amp;M Impact</b>		FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
Personnel Services		-	-	-	-	-
Supplies & Services		-	-	-	-	-
Capital		-	-	-	-	-
Total O&M		-	-	-	-	-
Revenue		-	-	-	-	-
Net Fund Impact		-	-	-	-	-
Additional FTEs		-	-	-	-	-

**Department**  
Regional Wastewater  
Reclamation

**Project Description**

Regional Wastewater Reclamation Department (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)

**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.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

<b>Project Name</b>	<b>Capital Expenditures:</b>							
TRCAB Class A Biosolids	Prior Years	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
	-	1,000,000	15,000,000	28,000,000	-	-	-	44,000,000

		Increase/(Decrease) from Prior Year				
<b>O&amp;M Impact</b>		FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
Personnel Services		-	-	-	150,000	157,500
Supplies & Services		-	-	-	1,500,000	1,575,000
Capital		-	-	-	150,000	157,500
Total O&M		-	-	-	1,800,000	1,890,000
Revenue		-	-	-	-	-
Net Fund Impact		-	-	-	(1,800,000)	(1,890,000)
Additional FTEs		-	-	-	-	-

**Project Description**

Analyze various processes for producing Class A Biosolids, select best at Tres Rios WRF, design/bld.

**Project Justification**

The benefit of this work will be to provide the best management practices for the treatment and disposal of biosolids at the Tres Rios WRF, further protecting public health.

<b>Project Name</b>	<b>Capital Expenditures:</b>							
Office of the Medical Examiner - Construction Phase	Prior Years	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
	-	22,700,000	14,140,000	4,860,000	-	-	-	41,700,000

		Increase/(Decrease) from Prior Year				
<b>O&amp;M Impact</b>		FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
Personnel Services		-	14,250	14,250	-	-
Supplies & Services		-	161,500	161,500	-	-
Capital		-	-	-	-	-
Total O&M		-	175,750	175,750	-	-
Revenue		-	-	-	-	-
Net Fund Impact		-	(175,750)	(175,750)	-	-
Additional FTEs		-	-	-	-	-

**Project Description**

At approximately 34,000 sf, the FSC has two distinct zones; an "office" area supporting administration/staff/-public and the "autopsy" area. The "office" area will include staff offices, administration offices, a public lobby, meeting rooms, a large conference room and support spaces. The "autopsy" area will include 6 autopsy stations with an observation gallery, an aseptic room, anthropology, imaging, unidentified remains storage, a 200-300 body capacity cooler, receiving/discharge as well as other support services for the building's operations. The site will include both public and staff parking as well as a secured yard and sally port.

**Project Justification**

The new facility will provide the Medical Examiner and staff the appropriate space required to meet the current increased demand and allow for future growth within Pima County and the region. The design of the new facility will also incorporate current medical examiner trends, including current technology to improve the quality of their services and increase efficiency. The public interface will be developed to improve the experience and create the proper separation of staff and the public for safety and privacy.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

Project Name	<u>Capital Expenditures:</u>							Total
	Prior Years	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	
Floodprone Land Acq Program	28,652,216	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	4,000,000	37,652,216

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
Regional Flood Control	Personnel Services	-	-	-	-	-
	Supplies & Services	-	-	-	-	-
	Capital	-	-	-	-	-
	Total O&M	-	-	-	-	-
	Revenue	-	-	-	-	-
	Net Fund Impact	-	-	-	-	-
	Additional FTEs	-	-	-	-	-

**Project Description**

Design, permit and construct a new interceptor to transport flow from the Green Valley WRF to the new Sahuarita WRF. Interceptor diameter will vary from approximately 21" to 48" between the Green Valley WRF and the new WRF.

**Project Justification**

The acquisition of flood prone 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	<u>Capital Expenditures:</u>							Total
	Prior Years	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	
Sunset Rd: I-10 to River Rd	1,709,924	17,831,695	16,721,941	-	-	-	-	36,263,560

Department	O&M Impact	Increase/(Decrease) from Prior Year				
		FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
Regional Wastewater Reclamation	Personnel Services	-	5,000	5,000	5,000	5,000
	Supplies & Services	-	7,000	7,000	7,000	7,000
	Capital	-	-	-	-	-
	Total O&M	-	12,000	12,000	12,000	12,000
	Revenue	-	-	-	-	-
	Net Fund Impact	-	(12,000)	(12,000)	(12,000)	(12,000)
	Additional FTEs	-	-	-	-	-

**Project Description**

The total length of the project is approximately 0.6 miles. The majority of the project is located within the City of Tucson with two relatively small portions being located within unincorporated Pima County. Sunset Road is anticipated to have a divided roadway having 6' wide shoulders, and curb and sidewalks on both sides. Left-turn and right-turn lanes will be included at intersections. Traffic signals are anticipated at intersections along Sunset Road at three locations; Eastbound Frontage Road, Westbound Frontage Road and River Road.

**Project Justification**

Sunset Road connection from I-10 to River Road has long been deemed a critical connection to support regional mobility. The project is necessary for Pima County to fulfill its responsibility to complete the 2006 RTA approved Sunset Road project from Silverbell Road to River Road (Project # 8). This priority is further valued by the Sunset Innovation Campus which is currently under development. The Campus is comprised of 100-acres and is targeted as a primary employment site for new high-wage industries. The Campus is located adjacent to I-10 and connects to the recently completed portion of Sunset Road between Silverbell Road and I-10.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

<b>Project Name</b>	<b>Capital Expenditures:</b>							
Old Nogales Interc. Aug - New Aerospace Corr Sewer	Prior Years	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
	29,516,382	5,876,511	-	-	-	-	-	35,392,893

		Increase/(Decrease) from Prior Year				
<b>O&amp;M Impact</b>		FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
Personnel Services		-	-	-	-	-
Supplies & Services						
Capital		-	-	-	-	-
Total O&M		-	-	-	-	-
Revenue		-	-	-	-	-
Net Fund Impact		-	-	-	-	-
Additional FTEs		-	-	-	-	-

**Department**  
Transportation

**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.

<b>Project Name</b>	<b>Capital Expenditures:</b>							
Sahuarita - Green Valley Interceptor	Prior Years	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
	-	-	-	-	-	500,000	33,000,000	33,500,000

		Increase/(Decrease) from Prior Year				
<b>O&amp;M Impact</b>		FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
Personnel Services		-	-	-	-	-
Supplies & Services		-	-	-	-	-
Capital		-	-	-	-	-
Total O&M		-	-	-	-	-
Revenue		-	-	-	-	-
Net Fund Impact		-	-	-	-	-
Additional FTEs		-	-	-	-	-

**Department**  
Regional Flood Control

**Project Description**

Design, permit and construct a new interceptor to transport flow from the Green Valley WRF to the new Sahuarita WRF. Interceptor diameter will vary from approximately 21" to 48" between the Green Valley WRF and the new WRF.

**Project Justification**

Planning studies predict significant future growth in the service identified above, and as the major wastewater service provider in the region, it is necessary to start now in preparing for sewer service. Construction of this interceptor will provide flows to the new Sahuarita WRF and allow decommissioning of the Green Valley WRF.



**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

<b>Project Name</b>	<b>Capital Expenditures:</b>							
Urban Drainage	Prior Years	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
	10,711,323	1,500,000	2,000,000	2,000,000	2,000,000	3,000,000	12,000,000	33,211,323

		Increase/(Decrease) from Prior Year				
<b>O&amp;M Impact</b>		FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
Personnel Services		-	-	-	-	-
Supplies & Services						
Capital		-	-	-	-	-
Total O&M		-	-	-	-	-
Revenue		-	-	-	-	-
Net Fund Impact		-	-	-	-	-
Additional FTEs		-	-	-	-	-

**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.

<b>Project Name</b>	<b>Capital Expenditures:</b>							
Northwest County Service Center - Construction Phase	Prior Years	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
	-	9,000,000	19,000,000	1,202,000	-	-	-	29,202,000

		Increase/(Decrease) from Prior Year				
<b>O&amp;M Impact</b>		FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
Personnel Services		-	232,000	310,000	-	-
Supplies & Services				525,000		
Capital		-	-	-	-	-
Total O&M		-	232,000	835,000	-	-
Revenue		-	-	-	-	-
Net Fund Impact		-	(232,000)	(835,000)	-	-
Additional FTEs		-	-	-	-	-

**Project Description**

Construction of a new facility at approximately 90,000 sf to collocate the Health Department, Adult Probation and Community Workforce Development into a single facility which allows for the shared use of public and common spaces such as the public lobby and training rooms. Additionally, there are benefits to the community with having the departments at a single location due to the interrelationships between the programs offered by each. The site will be prepared for a stand-alone non-County health clinic that will provide services that complement the Health Department's services to improve the overall public health of the community.

**Project Justification**

The new facility will reduce long term costs to Pima County by eliminating existing leases, centralizing units within each department and collocating the three departments while expanding the County's services to the west side of metro Tucson. The new facility will also provide operational efficiencies to the departments and provide space for future expansion as Pima County grows.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

<b>Project Name</b>	<b>Capital Expenditures:</b>							
Major Watercourse Infrastructure Management	Prior Years	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
	1,509,933	2,000,000	3,000,000	3,000,000	3,000,000	3,000,000	12,000,000	27,509,933

		Increase/(Decrease) from Prior Year				
<b>O&amp;M Impact</b>		FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
Personnel Services						
Supplies & Services						
Capital						
Total O&M		-	-	-	-	-
Revenue		-	-	-	-	-
Net Fund Impact		-	-	-	-	-
Additional FTEs		-	-	-	-	-

**Project Description**

Project activities include property ownership analysis and acquisition; infrastructure inspection and analysis; design documents for construction; floodplain modeling; channel maintenance; and infrastructure repair or reconstruction.

**Project Justification**

Beyond the Public Health and Welfare benefits from routine inspection and timely repair of infrastructure, the District is responsible for ensuring that the maintenance of existing drainage improvements and the construction of new drainage improvements follows all state and federal guidelines to maintain compliance.

<b>Project Name</b>	<b>Capital Expenditures:</b>							
Houghton Rd I-10 to Golf Links Rd RTA 32 (portion of)	Prior Years	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
	19,072,688	1,300,000	-	-	5,335,897	-	-	25,708,585

		Increase/(Decrease) from Prior Year				
<b>O&amp;M Impact</b>		FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
Personnel Services		-	-	-	-	-
Supplies & Services		-	-	-	-	-
Capital		-	-	-	-	-
Total O&M		-	-	-	-	-
Revenue		-	-	-	-	-
Net Fund Impact		-	-	-	-	-
Additional FTEs		-	-	-	-	-

**Project Description**

Growth in the Corona de Tucson area has resulted in increasing traffic on the Houghton Road Corridor. Projected travel demands for 2040 show that average daily traffic will exceed the capacity of a two-lane roadway. The need for improvements to Houghton Road were identified in the South Houghton Road Master Plan Report.

**Project Justification**

Houghton Road is a principal arterial that is the primary access for the residents of Corona de Tucson. This project will improve both roadway capacity and accessibility and improved mobility during storm events. It will also provide improved access to the Pima County Fairgrounds and the proposed Southeast Employment and Logistics Center.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

<b>Project Name</b>	<b>Capital Expenditures:</b>							
Continental Ranch Pump Station - Second Force Main	Prior Years	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
	4,451,758	11,414,882	4,917,714	-	-	-	-	20,784,354

		Increase/(Decrease) from Prior Year				
<b>O&amp;M Impact</b>		FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
Personnel Services						
Supplies & Services						
Capital						
Total O&M		-	-	-	-	-
Revenue		-	-	-	-	-
Net Fund Impact		-	-	-	-	-
Additional FTEs		-	-	-	-	-

**Project Description**

Install a second force main to convey sewage from the Continental Ranch Pump Station (CRRPS) to the Ina Road Water Reclamation Facility (WRF).

**Project Justification**

This addition of a second force main will add capacity, operational flexibility and redundancy to the pump station operations.

<b>Project Name</b>	<b>Capital Expenditures:</b>							
32 N. Stone Facade Improvements	Prior Years	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond	Total
	-	-	700,000	9,400,000	9,900,000	-	-	20,000,000

		Increase/(Decrease) from Prior Year				
<b>O&amp;M Impact</b>		FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27
Personnel Services		-	-	-	-	-
Supplies & Services						
Capital		-	-	-	-	-
Total O&M		-	-	-	-	-
Revenue		-	-	-	-	-
Net Fund Impact		-	-	-	-	-
Additional FTEs		-	-	-	-	-

**Project Description**

The brick façade assessment has determined the need to rebuild the masonry corners of the building with appropriate expansion and flashing components. In addition, the brick façade will require repainting of the joints, cleaning of the steel supports, and augmenting the brick support system. The existing brick is the primary fire protection of the structural steel frame providing a required 3-hour fire rating. Removal is needed of the roof top signboard, to stop water infiltration at the top courses of the building. The existing exterior window system is no longer repairable and must be replaced along with the west façade screen.

**Project Justification**

Prior to the temporary stabilization, bricks had fractured and fallen from the building and landed on the sidewalk and other public areas. Repair of the façade is imperative for the safety of the public. Replacement of the worn out window system is necessary to re-establish the exterior weather seal of the building mitigating unnecessary conditioned air loss and re-establish energy conservation features. This work shall also preclude environmental issues caused by water infiltration, both of which have financial impacts on recurring operational costs and protect the building's structure.

**MAJOR CAPITAL IMPROVEMENT PROGRAM PROJECTS  
FISCAL YEARS 2022/2023 - 2026/2027 AND BEYOND**

<b>Project Name</b>		<b>Capital Expenditures:</b>						
		Prior Years	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond
ERP Replacement		1,409	11,000,000	6,336,715	-	-	-	-
								Total
								17,338,124
		Increase/(Decrease) from Prior Year						
<b>O&amp;M Impact</b>		FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27		
<b>Department</b> Facilities Management	Personnel Services	-	-	-	-	-		
	Supplies & Services	-	-	-	-	-		
	Capital	-	-	-	-	-		
	Total O&M	-	-	-	-	-		
	Revenue	-	-	-	-	-		
	Net Fund Impact	-	-	-	-	-		
	Additional FTEs	-	-	-	-	-		
<b>Project Description</b>		<b>Project Justification</b>						
Software replacement for entire suite CGI products & ancillary systems.		The County is issuing an RFP to replace the financial, human resources and work management systems.						

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<b>Project Name</b>		<b>Capital Expenditures:</b>						
		Prior Years	FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27	Beyond
Anammox Treatment Process		352,196	797,804	13,950,000	-	-	-	-
								Total
								15,100,000
		Increase/(Decrease) from Prior Year						
<b>O&amp;M Impact</b>		FY 2022/23	FY 2023/24	FY 2024/25	FY 2025/26	FY 2026/27		
<b>Department</b> Facilities Management	Personnel Services	-	-	-	-	-		
	Supplies & Services	-	-	(220,000)	(220,000)	(220,000)		
	Capital	-	-	-	-	-		
	Total O&M	-	-	(220,000)	(220,000)	(220,000)		
	Revenue	-	-	-	-	-		
	Net Fund Impact	-	-	220,000	220,000	220,000		
	Additional FTEs	-	-	-	-	-		
<b>Project Description</b>		<b>Project Justification</b>						
Modifications to TRWRF process for long term compliance,chronic ammonia limits for permit renewal.		Aeration associated energy costs represent the single largest operational expense for wastewater treatment. Incorporation of a side stream anammox de-ammonification process at TRWRF can result in both operational benefits and energy savings while simultaneously reducing both ammonia and total nitrogen. Installation of the anammox process at the TRWRF will have the following benefits: <ul style="list-style-type: none"> <li>• Ensure long term compliance with the (AZPDES) permit standard for both acute and chronic ammonia limits.</li> <li>• Allow greater process flexibility by significantly lowering the ammonia concentration in the side stream waste by 90% thus reducing the impact of the side stream flow when introducing it back into the larger treatment process.</li> <li>• Reducing the ammonia loading into the TRWRF will allow for reduced aeration costs and potentially allow for greater treatment capacity in the future.</li> </ul>						

## **SUPPLEMENTAL INFORMATION SUMMARY**

- **Glossary of Terms and Acronyms**
- **Fiscal Year 2022/2023 04.29.22 Transmittal of the Recommended Budget Memo**
- **Fiscal Year 2022/2023 05.17.22 Tentative Budget Memo with note**
- **Fiscal Year 2021/2022 07.05.22 Final Budget Adoption Memo with note**
- **Department Program Listing**
- **Address & Telephone Numbers**
- **Pima County Board of Supervisors Budget Policies**
- **Pima County Debt Policies and Practices**
- **Pima County Debt Policies and Practices - Code Update**
- **Long Term Debt Service Schedules**
- **Valuation of Property for Taxing Purposes in Arizona**
- **Components of Arizona's Property Tax System**
- **Full Cash Values by Class: 2018 - 2022**
- **Limited Values by Class: 2018 - 2022**
- **Assessment Ratios by Class: 2018 - 2022**
- **Full Cash Net Assessed Values by Class: 2018 - 2022**
- **Limited Net Assessed Values by Class: 2018 - 2022**
- **Property Tax Levies and Collections - Ten Year History**
- **Property Tax Rates-Direct and Overlapping Governments - Ten Year History**
- **Pima County Population, Cities & Towns, and Unincorporated Areas: 2000 - 2021**
- **Pima County Population Estimates & Projections Compared with Arizona, Maricopa County and Other Counties: 2005 - 2021, 2030, 2040, 2050**
- **Pima County Population & Employment - Ten Year History**

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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: 1) Program, 2) Service, 3) Activity.

**Ad Valorem Tax** - A tax based on value.

**Administrative Office of Courts Retirement Plan (AOC 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).

**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).

**Advantage** - Computerized central data system that performs the County's accounting and financial reporting functions.

**AGAVE** - Software used by Pima County Superior Court, Pima County Consolidated Justice Court, Pima County Juvenile Court, and Clerk of the Superior Court primarily for case management, calendaring, document management, financial assessments, arbitration tracking, and statistical data collection of criminal, civil, traffic, probate, dependency, delinquency, and family law cases.

**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.

**Americans with Disabilities Act (ADA)** - An enactment to protect the employment and accessibility rights of disabled individuals.

**Annual Comprehensive Financial Report (ACFR)** - 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 ACFR 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.

**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.

## **GLOSSARY OF TERMS AND ACRONYMS (cont'd)**

**Anti-racketeering Fund (ARF)** - A group of special revenue funds administered pursuant to ARS §13-2314.03. The County Attorney and the Sheriff administer their own anti-racketeering 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. Anti-racketeering monies are awarded through court order to law enforcement agencies that performed investigations of racketeering crimes or crimes committed for financial gain.

**Appropriation** - A legal authorization granted by the County Board of Supervisors to make expenditures/expenses and to incur obligations for specific purposes during a fiscal year.

**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.

**Arizona Health Care Cost Containment System (AHCCCS)** - The Arizona Medicaid alternative program that provides prepaid (capitation rate) health care for eligible citizens through health maintenance organizations or fee for service programs.

**Arizona Long Term Care System (ALTCS)** - The Arizona Medicaid alternative program for long-term care added to the AHCCCS program effective January 1, 1989.

**Arizona Revised Statutes (ARS)** - 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.

**Arizona State Retirement System (ASRS)** - 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 2018–2022" presented in section 16 shows a history of assessment ratios.

**Audit** - An official inspection of an individual's or organization's accounts, typically by an independent body. Pima County is subject to both internal and external audits on an ongoing basis.

**Automatic Data Processing (ADP)** - A fully automated and integrated Payroll, HR, and Benefits system which Pima County began using in late 2014.

**Balanced Budget** - A balanced budget is a situation in financial planning or the budgeting process where total expected revenues are equal to total planned spending. This term is most frequently applied to public sector (government) budgeting. A budget can also be considered balanced in hindsight after a full year's worth of revenues and expenses have been incurred and recorded.



## **GLOSSARY OF TERMS AND ACRONYMS (cont'd)**

**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.

**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** - Ordinance Nos. 1997-35, 1997-80, 2004-18, 2006-29, and 2014-42 that schedule the sale of bonds authorized by Pima County voters in the May and November 1997 bond elections, the May 2004 bond election, the May 2006 bond election, and the November 2014 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** - A 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 exceedances 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 projects where the exact timing or details are not yet determined.

**Bureau** - A Bureau is a group of units that perform a department's line of business.

**Cabinet** - A Cabinet is a method of categorizing each department based on functional area. There are five broad functional areas: 1) General Government Services, 2) Community Resources, 3) Health Services, 4) Justice & Law, and 5) Public Works.

**Capital Expenditures** - An expenditure by all funds, including Proprietary Funds, for the acquisition of, or addition to, a fixed asset that costs more than \$5,000 and has a useful life of at least one year.

## **GLOSSARY OF TERMS AND ACRONYMS (cont'd)**

**Capital Improvement Program (CIP)** - 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.

**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).

**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.

**Certificates of Participation (COPs)** - A common form of lease-purchase financing, COPs 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.

**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.

**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).

**Combined Property Tax Rate** - The overall rate at which property is taxed including both the overall primary property tax rate and the overall secondary property tax rate.

**Community Action Agency (CAA)** - Refers to grants administered by the Community & Workforce Development Department to assist community agencies in providing services to families and individuals living at or below poverty level.

**Community Development Block Grant (CDBG)** - 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.

**Community Facilities District (CFD)** - A special taxing district that allows the financing of the installation, operation and maintenance of public improvements such as roads, water and sewer facilities, flood control and drainage projects.

**Community Resources** - The organizational entity comprised of the following departments: Attractions & Tourism; Communications Office; Community & Economic Development Administration; Community & Workforce Development; County Free Library District; Grants Management & Innovation; Kino Sports Complex; School Superintendent; and Stadium District.

## **GLOSSARY OF TERMS AND ACRONYMS (cont'd)**

**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.

**Corrections Officer Retirement Plan (CORP)** - 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).

**County Administration** - See General Government Services

**County Free Library District** - A special Countywide taxing district established under ARS 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.

**COVID-19** - Coronavirus disease 2019 is a respiratory virus first identified in 2019. It is a new strain of a larger family of viruses called coronavirus, some of which are in circulation normally and can cause illnesses like the common cold. COVID-19 is thought to spread mainly from person to person, primarily by droplets produced when an infected person coughs or sneezes. It produces a variety of symptoms, sometimes severe, including a fever, cough, and difficulty breathing. On March 11, 2020 COVID-19 was declared a pandemic by the World Health Organization.

**Criminal Justice Enhancement Fund (CJEF)** - A special fund derived from a 47% 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.

**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 or elected official. "Department" should not be confused with "Functional Area," which is a grouping of departments sharing a *broad* common purpose.

**Depreciation Expense** - A noncash expense that allocates the cost of an asset over its estimated useful life. Its main intent is to match expenses to the related revenue and secondarily to recognize the decline in an asset's value over time.

**Division** - An element or segment of government that is organized as a specific administrative or functional unit.

**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.

## **GLOSSARY OF TERMS AND ACRONYMS (cont'd)**

**Elected Officials' Retirement Plan (EORP)** - 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).

**Employee Combined Appeal Program (ECAP)** - The annual Pima County work site fundraiser allowing employees to contribute to their favorite charity through payroll deduction or a one-time donation.

**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.

**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 ARS 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.)

**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.

**Fiduciary Fund** - A fiduciary fund is used in governmental accounting to report on assets held in trust for others. When financial statements are prepared for fiduciary funds, they are presented using the economic resources measurement focus and the accrual basis of accounting.

**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.

## **GLOSSARY OF TERMS AND ACRONYMS (cont'd)**

**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.

**Fines/Fees and Restitution Enforcement (FARE)** - A collections program administered by the Arizona Supreme Court to assist courts in obtaining payment for court ordered fines, fees, and restitution cases in default.

**Fire District Assistance Tax (FDAT)** - 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 eighteen fire districts in the County.

**Fiscal Year (FY)** - 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.

**Flood Control District** - See Regional Flood Control District.

**Forecast** - A projection of future revenues, expenses, population, building permits, assessed values, etc. based on historical and current economic, financial, and demographic information.

**Full Cash Value** - The appraised value of a property that approximates the "market value" of the property and is determined annually using standard appraisal methods and techniques. It is the Taxable Property Value for Centrally Assessed Property and personal property excluding mobile homes and improvements on possessory rights (IPRs).

**Full Time Equivalent (FTE)** - 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.

**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.

**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.

## **GLOSSARY OF TERMS AND ACRONYMS (cont'd)**

**General Government Services** - The organizational entity comprised of the following departments: Analytics and Data Governance, Assessor, Board of Supervisors, Clerk of the Board, County Administrator, Elections, Facilities Management (including a portion of Risk Management internal service fund), Finance & Risk Management (including a portion of Risk Management internal service fund and Improvement Districts), Finance Contingency, Finance Debt Service, Finance Non Departmental (including Mandated Payments), Finance General Government Revenue, Fleet Services, Human Resources (including Health Benefits Trust, as well as a portion of Risk Management, both of which are internal service funds), Information Technology (including Telecommunications and Computer Hardware Software internal service fund departments), Office of Emergency Management & Homeland Security, Procurement, Recorder, Rocking K South, Treasurer, and Wireless Integrated Network.

**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.

**Government Accounting Standards Board (GASB)** - An independent rulemaking 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.

**Government Finance Officers Association (GFOA)** - A professional association of state, provincial, and local government finance officers in the U.S. and Canada founded to enhance and promote professional management of government for the public benefit by identifying and developing financial policies and practices.

**Governmental Funds** - Funds that are used to account for the County's expendable financial resources and related current liabilities except those accounted for in Proprietary Funds. Governmental funds include the General Fund, Special Revenue Funds, Capital Projects Fund, and Debt Service Fund.

**Graffiti Abatement Program** - A Pima County Department of Transportation program that provides graffiti removal service free of charge to private, residential property owners in the unincorporated area of the County.

**Grants** - Contributions or gifts of cash or other assets from another government or private entity to be used or expended for a specified purpose, activity, or facility.

**Health Benefits Trust Fund (HBTF)** - 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 ARS §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.

## **GLOSSARY OF TERMS AND ACRONYMS (cont'd)**

**Health Savings Account (HSA)** - 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.

**Health Services** - An organizational entity comprised of the departments of Behavioral Health, Health, Medical Examiner, and Pima Animal Care Center.

**Help America Vote Act (HAVA)** - A federal law that mandates all states and localities upgrade many aspects of their election procedures, including their voting machines, registration processes and poll worker training. The specifics of implementation have been left up to each state, which allows for varying interpretations of the federal law. Prior approval for any Pima County project must be obtained from the Arizona Secretary of State prior to spending any funds. The HAVA funds may not supplant County maintenance of effort.

**High Intensity Drug Trafficking Area (HIDTA)** - Investigation and enforcement efforts involving complex drug related activities in high drug trafficking areas. The HIDTA program is supported by federal grant funding.

**Highway User Revenue Fund (HURF)** - Funds allocated by the state from gasoline and other vehicle related revenue 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.

**Hotel/Motel Bed Tax** - See Excise Tax and Transient Lodging Excise Tax.

**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 lighting 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 (IT)** - 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, and video monitors, keyboards, etc. Information technology also includes the software and program applications which allow the equipment and systems to operate.

**Information Technology Department (ITD)** - The department that manages the County's mainframe computer, network servers, wide area network, wireless radio services, and telecommunications.

## **GLOSSARY OF TERMS AND ACRONYMS (cont'd)**

**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.

**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.

**Justice & Law** - The organizational entity comprised of the departments of: Clerk of the Superior Court; Constables; Pima County Attorney; Justice Court Ajo; Justice Court Green Valley; Justice Court Tucson; Justice Services; Juvenile Court; Public Defense Services; Sheriff; and Superior Court.

**Kino Environmental Restoration Project (KERP)** - 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 due to new construction. 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 ARS §48-807 is limited to an eight percent increase plus the percentage growth for annexed property unless an override to the levy limitation is approved by district voters.

**Library District** - See County Free Library District.

**Limited Property Value** - The legislatively established value of a property based on a mathematical formula. It is the Taxable Property Value for Locally Assessed real property, mobile homes, and improvements on possessory rights (IPRs). 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 current year 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.



## **GLOSSARY OF TERMS AND ACRONYMS (cont'd)**

**Line Item Budget** - A budget that allocates funds to specific units and objects, e.g., salaries and office supplies

**Local Government Investment Pool (LGIP)** - A pooled investment fund that is maintained by the State Treasurer for the collective investment of state monies. The State Treasurer deposits state monies and such monies as any county, city, or town may supply in the pooled investment fund. 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 are valued by local County Assessors.

**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.

**Net Assessed Value (NAV)** - The assessed value of property, less any exemptions allowed by the state constitution and statutes.

**Net Assets Impact (NAI)** - 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.

**Net Fund Impact (NFI)** - Defined as total revenues for the fiscal year, plus net operating transfers, 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.

**Object** - A Chart of Accounts element referring to expenditures used in line item budgeting.

**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."

## **GLOSSARY OF TERMS AND ACRONYMS (cont'd)**

**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. Funds for approved service programs are distributed to the outside agencies via discretionary fund contracts. The Community & Workforce Development department administers the Outside Agency Program.

**Part Time Employee** - A person who occupies a position that provides employment for less than 80 hours per pay period.

**Pay-As-You-Go (PAYGO)** - The financing of capital improvements through the currently available funds and annual property tax revenues rather than long-term debt.

**Payments in Lieu of Taxes (PILT)** - 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.

**Per Capita** - A measure for revenue or expenditure/expense on a per person basis.

**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 also 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** - All types of property except real estate. Taxable personal property includes mobile homes, manufactured homes (not affixed), and property used for commercial, industrial, and agricultural purposes. Personal property is considered movable—not permanently attached to the real estate. Although there are exceptions, personal property usually can be removed without causing damage to either the real estate from which it is removed or to the item of property itself.

**Personnel Services** - All costs of compensating Pima County employees including salaries and employee benefit costs such as Pima County contributions for retirement, social security, health, dental, life, unemployment, and workers' compensation insurance.

**Pima Association of Governments (PAG)** - 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 of executive officers from each of the nine jurisdictions: Pima County, City of Tucson, Town of Marana, Town of Oro Valley, Town of Sahuarita, City of South Tucson, Pascua Yaqui Tribe, Tohono O'odham Nation, and the Arizona 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.

**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 Sheriff's 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).

## **GLOSSARY OF TERMS AND ACRONYMS (cont'd)**

**Pima County Wireless Integrated Network (PCWIN)** - 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.

**Planning and Budgeting System (PB)** - 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.

**Position Control Number (PCN)** - A unique identifier used by the ADP Payroll and the Planning and Budgeting systems to identify specific positions within the County.

**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 districts 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. (Also see Transportation Property Road Tax.)

**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).

**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.

**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.

**Property Tax Oversight Commission (PTOC)** - 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 ARS §48-807.

**Public Safety Personnel Retirement System (PSPRS)** - 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 Sheriff's Retirement Plan or the Pima County Attorney Investigator Retirement Plan. In addition, the PSPRS also administers the Corrections Officer Retirement Plan (CORP), the Elected Officials' Retirement Plan (EORP), and Administrative Office of Courts Retirement Plan (AOC).

## **GLOSSARY OF TERMS AND ACRONYMS (cont'd)**

**Public Works** - The organizational entity comprised of the departments of Capital Program Office, Capital Projects, Development Services, Environmental Quality, Natural Resources, Parks & Recreation, Office of Sustainability & Conservation, 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.

**Regional Flood Control District** - A special County-wide taxing district established under ARS 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 Transportation Authority (RTA)** - 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 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 County-wide 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."

**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 Sheriff's Retirement Plan, or Administrative Office of Courts Retirement Plan (AOC). The Public Safety Personnel Retirement System administers all retirement plans except the ASRS. Each of the six retirement plans covering Pima County employees is described in the glossary.

**Revenue Source** - A Chart of Accounts element referring to revenues used in line item budgeting.

**Revenues** - Monies received as income. It includes 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.

**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 when 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.)

## **GLOSSARY OF TERMS AND ACRONYMS (cont'd)**

**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: 1) 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, 2) The Secondary Property Tax for the Regional Flood Control District and 3) The Secondary Property Tax for the County Free Library District fund the ongoing operation expenses of each respective district, 4) A state mandated Secondary Property Tax called the Fire District Assistance Tax which assists in funding the operations of the eighteen 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. It provides self-insurance coverage to the County for medical malpractice, workers compensation, unemployment, general liability, property damage, and environmental damage. 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.

**Sonoran Desert Conservation Plan (SDCP)** - 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.

**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 the County Free Library, Environmental Quality, Health, the Regional Flood Control District, Rocking K South CFD, the Stadium District, the Tire Fund, Transportation, and various departmental programs.

**Special Taxing District** - A district established under ARS 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: 1) the County Free Library District, 2) the Regional Flood Control District, and 3) 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.

## **GLOSSARY OF TERMS AND ACRONYMS (cont'd)**

**Stadium District** - A special taxing district established under ARS 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 Surcharge along with a portion of revenues from the Transient Lodging Tax to fund the expenditures/expenses of the district.

**State Criminal Alien Assistance Program (SCAAP)** - A federal program that provides reimbursement to states and other jurisdictions that incurred correctional officers' salary costs for detaining undocumented immigrants.

**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.

**Street Lighting Improvement District (SLID)** - A special taxing district authorized under ARS 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.

**Sun Corridor, Inc. (formerly known as Tucson Regional Economic Opportunities)** - 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 products, maps, blueprints, repair and maintenance items, and small tools, equipment or computer software costing less than \$1,000 each.

**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 and the governing boards of other taxing jurisdictions. The tax rate is determined by dividing the jurisdiction's tax levy by 1 percent of its Taxable 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 Taxable Net Assessed Value.

## **GLOSSARY OF TERMS AND ACRONYMS (cont'd)**

**Tax Year** - The calendar year in which property taxes are levied. Liens are imposed on property on January 1<sup>st</sup> of the year in which the levy is set.

**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 and improvements on possessory rights are exempted from this rule and use the Full Cash Value of the property as the Taxable Property Value.

**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. Grants are received by the Clerk of Superior Court and Superior Court as cost reimbursement for Title IV-D related services.

**Transaction Privilege Tax (TPT)** - 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.

**Transportation Property Road Tax** - For fiscal year 2018 only, the property road tax was separate from and a subset of the County's primary property tax rate, but was added to the overall primary property tax rate for purposes of collection, expenditure limit calculation, and for Truth in Taxation Hearing requirements. The maximum allowable rate for a property road tax was \$0.2500 per \$100 of net taxable value. The revenues were dedicated only to road repair and pavement preservation of local and neighborhood roads throughout the County. Arterial and collector roads were not funded by this property road tax. These roads had their own separate funding mechanisms.

**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.

## **GLOSSARY OF TERMS AND ACRONYMS (cont'd)**

**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 department's 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.

**Vacancy Savings** - A savings realized when budgeted positions are left vacant for all or part of a fiscal year.

**Visit Tucson** - 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.

**Vehicle License Tax (VLT)** - 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.)





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# MEMORANDUM

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Date: April 29, 2022

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

From: Jan Leshner   
County Administrator

Re: **Transmittal of the Recommended Fiscal Year 2022/23 Budget**

## Introduction

This memorandum transmits the Recommended Fiscal Year (FY) 2022/23 Budget for Pima County. These recommendations are based on information available as of April 15, 2022. Therefore, the items approved by the Board of Supervisors at the April 19, 2022 meeting regarding the implementation of the education reimbursement program and the changes in the Intergovernmental Agreements for the provision of animal care and related services are not included. These items will be included within the Tentative Memo. The Recommended total County Expenditure Budget for FY 2022/23 is \$1,937,895,362, which is a decrease of 8.4 percent.

As of today, the Governor and the State Legislature have not adopted a State budget for FY 2022/23. It is likely the final budget adopted by the State will have impacts on Pima County's final budget and may change the recommendations made within this memorandum. It is also 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, 2022.

On February 1, 2022, the Board approved holding four public hearings on the budget. These hearings will be held on the dates shown in the budget schedule on the next page. In total, the Board will hold six public hearings regarding the budget, before the Final Budget Adoption. The budget hearings will be televised, as well as available for viewing through the internet.

Working budget drafts, including budgets submitted by all County departments, have been available on the [County Budget website](#) since February 1, 2022. These reports receive weekly updates throughout the budget process and include the following:

- Recommended Summary by Object Reports for both revenues and expenditures;
- Recommended Detail Line Item by Unit Reports for revenues and expenditures;
- Recommended Positions by Unit.

The Honorable Chair and Members, Pima County Board of Supervisors  
Re: **Transmittal of the Recommended Fiscal Year 2022/23 Budget**  
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The above financial reports include the FY 2020/21 actual amounts, FY 2021/22 Adopted Budget amounts, FY 2021/22 year-to-date amounts as of the date of the report and the FY 2022/23 Recommended Budget amounts. The reports also include two columns of variances that compare the FY 2021/22 Adopted Budget to the FY 2022/23 Recommended Budget and the FY 2021/22 Adopted Budget to the FY 2021/22 actual year-to-date revenues and expenditures.

In addition to these reports, the County Budget website includes budget-related communications issued to the Board and County departments throughout the FY 2022/23 budget process to date. This information can be accessed on the County's home page ([www.pima.gov](http://www.pima.gov)) by clicking on the County Budget link under the "Government" section.

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

May 10, 2022	Board Budget Hearings (full day, two sessions)
May 11, 2022	Board Budget Hearings (full day, two sessions)
May 17, 2022	Tentative Budget Adoption (Sets Budget Ceiling)
June 21, 2022	Truth in Taxation Hearing (Pima County and County Free Library)
June 21, 2022	Final Budget Adoption
August 15, 2022	Tax Levy Adoption (Date set by state statute)

The documents shown below follow this budget memorandum:

- 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 at the program level.

The County's base operating budget for all funds set forth in this recommendation includes projected, continuing and new State cost shifts, revenue reductions and revenue sharing.

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## **I. OVERVIEW OF RECOMMENDED BUDGET**

The County's FY2022/23 Recommended Budget reflects the County's transition out of the COVID-19 pandemic response and the return to a new normal. Last year, recall that the County's budget exceeded \$2 billion in expenditures. This was primarily due to the inclusion of \$300 million within the General Fund to pay a portion of the unfunded liabilities for the Public Safety Personnel Retirement System and Correction Officer Retirement Plan and \$350 million within the Grants Contingency fund for COVID-19 related grants plus any other unforeseen or emergency grants.

The FY2022/23 Recommended Budget proposes a similar approach in regards to grants by reserving \$250 million within the Finance Grants Contingency fund for the Infrastructure and Jobs Act and any other unforeseen or emergency grants. Additionally, the County was awarded a number of multi-year grants. These grants are also included within the applicable departmental budgets in the Grants Special Revenue Fund as we continue to spend down the American Rescue Plan Act funding along with various other grant funds.

As in previous budgets, the County will experience increased State cost shifts as the State continues to shift additional costs to the counties. As stated previously, the Governor and the State Legislature have not adopted a State budget for FY 2022/23. It is likely the final budget adopted by the State will have impacts on Pima County's final budget and may change the recommendations made in this memorandum.

The County is also experiencing staffing level issues, inflation and increased fuel prices, as is the greater region. In response to this problem, the County has taken steps to become a more competitive employer of choice by investing in its employees. The FY2022/23 Recommended Budget will continue that investment by including market salary increases and other initiatives for eligible employees. In addition, a \$3.0 million budget reserve has been set aside to assist the departments, if needed, with increased costs. This is in addition to the \$10 million Emergency Reserve that was created in FY 2021/22.

### **BUDGET RECOMMENDATIONS**

FY 2022/23 significant budget highlights include the following:

- The projected General Fund available ending balance for FY 2021/22 is \$137,789,053, an increase of \$92,576,280 over the budgeted FY 2021/22 General Fund Reserve of \$45,212,773. This amount represents the beginning fund balance for FY 2022/23.

- It is recommended that the FY 2021/22 ending balance be allocated to the following purposes:

<b>Uses of the June 30, 2022 General Fund Ending Balance</b>	
<b>Available FY 2021/22 General Fund Ending Balance</b>	<b>\$137,789,053</b>
General Fund Budget Reserve	45,872,187
Banner-University Medical Center South Campus	15,000,000
5% General Salary Increases	13,630,954
Emergency Reserve	10,000,000
Kino South RFP Transfer	8,675,000
State Cost Shift - AHCCCS/ALTCS Baseline Increases	7,085,600
Health Department FEMA Public Assistance Transfer	6,230,812
Health Department Increased General Fund Support Transfer	5,500,000
State Cost Shift - Class 1 assessment ratio from 18.0% to 17.5%	3,887,303
Contingency - Inflation, Fuel, and Security	3,000,000
State Cost Shift - ALTCS Potential Provider Rate Increase	2,188,000
Old Tucson Warehouse Transfer	2,100,000
Natural Resources Parks and Recreation Deferred Maintenance Transfer	2,000,000
Facilities Management Renewal Fund Projects Transfer	2,000,000
Kino Campus Building Infrastructure Transfer	1,896,625
State Cost Shift - Juvenile Corrections	1,726,000
State Cost Shift - Superior Court Salary Increase	1,471,632
Maintain General Fund Primary Tax Rate at \$3.8764	1,358,272
General Contingency (Attorney Fees, Judgements & Damages)	1,269,944
San Xavier Sheriff Sub Station Transfer	585,000
Teatro Carmen Transfer	450,000
State Cost Shifts – Arizona Department of Revenue Costs	300,000
State Cost Shift - Justice of the Peace Salary Increase	298,119
Other Miscellaneous Base Adjustments	1,263,605
<b>Total</b>	<b>\$ -</b>

- In August 2021, the Board of Supervisors Policy D 22.13 General Fund Neutralization of State Legislature Cost Shifts and Disclosure of the Cost Shifts to Taxpayers was established. FY 2022/23 Recommended Budget is the first budget that would be impacted by this new Board Policy. The impact would be approximately \$5.6 million or an increase of \$0.0608 in the overall tax rate. Given the continuation of COVID-19, the large beginning fund balance, and mounting pressures of increased

commodity, service and fuel costs, the Recommended Budget does not include the increase in property taxes per Board Policy D 22.13. Instead, I recommend that this Board policy be delayed until next year.

- It is recommended that the proposed General Fund primary property tax rate remain at \$3.8764.
- Assuming the Board adopts the proposed General Fund primary property tax rate of \$3.8764 per \$100 of net assessed value, recommended General Fund revenues and transfers-in for FY 2022/23 are projected to be \$665,291,659, which is \$42,404,302, or 6.81 percent, more than the current year.
- Excluding primary property taxes, General Government Revenues from all other sources are projected to increase \$23,949,318.
- The value of the net primary property tax base is projected to increase 4.50 percent. This is the eighth time in ten years the property tax base has increased. Because of the Great Recession, the County's primary net assessed value declined 15.9 percent between FY 2010/11 and FY 2014/15. The property tax base is projected to continue to increase modestly for the next few years.
- General Fund primary property tax revenues from all sources are projected to increase \$15,896,767 at the recommended tax rate. Primary property tax revenues are different from the tax levy because of the impact of actual property tax collection rates, the amount of delinquent property tax collected and the associated penalties and interest collected on delinquent property taxes.
- Recommended General Fund expenditures and transfers-out for FY 2022/23 are projected to be \$803,080,712, which is \$235,576,958, or 22.7 percent less than the current year's adopted budget.
- Existing State budget cost transfers for FY 2022/23 have an annual budget impact of \$105,467,203, or 27.4 percent of the recommended General Fund primary property tax rate of \$3.8764.
- The recommended General Fund Budget Reserve totals \$45,872,187, or 6.9 percent of recommended General Fund revenues and operating transfers-in.
- The Recommended Budget for the Library District for operating costs, grants and operating transfers-out is \$56,825,637, a \$7,663,147 increase from the current year. The secondary property tax rate is recommended to increase from the FY 2021/22 rate of \$0.5353 to \$0.5453 per \$100 of net assessed value. This increase is to begin to secure adequate funding for the Pima Early Education Program after FY 2023/24.

- The Recommended Budget for Debt Service is \$99,266,568, a \$10,226,263 decrease from the current year. The recommended budget proposes the secondary property tax rate be reduced to \$0.3200 per \$100 of net assessed value, a \$0.1300 decrease from the FY 2021/22 rate of \$0.4500, resulting in a decrease of \$11,208,279 in the secondary property tax levy.
- The Recommended Budget for the Regional Flood Control District (RFCD) for operating costs, special revenue, grants, and operating transfers-out is \$36,453,389, a \$1,021,014 increase from the current year, which includes an increase of \$310,383 in the secondary property tax levy. To offset the \$0.0100 increase in the Library District secondary property tax rate, the recommended budget includes a corresponding \$0.0100 decrease in the Regional Flood Control secondary property tax rate. The secondary property tax rate for Regional Flood Control is recommended to decrease from the FY 2021/22 rate of \$0.3335 to \$0.3235 per \$100 of net assessed value.
- The combined primary and secondary recommended County property tax rate (excluding the Fire District Assistance Tax) is \$5.0652 per \$100 of net assessed value and is a decrease of \$0.1300 from FY 2021/22. The resulting combined County levy (excluding the Fire District Assistance Tax) is \$510,098,532, a \$9,371,294 increase over the current year. Listed below is the combined Pima County property tax rate for the last five years (excluding the Fire District Assistance Tax):
  - FY 2017/18 \$5.9784
  - FY 2018/19 \$5.6084
  - FY 2019/20 \$5.5584
  - FY 2020/21 \$5.3108
  - FY 2021/22 \$5.1952
- The FY 2022/23 Recommended Budget includes four Supplemental Budget Requests totaling \$8,966,372. These requests are not being recommended within the Recommended Budget.
- The combined, total Recommended County Expenditure Budget for FY 2022/23 is \$1,937,895,362 and is \$177,704,845, or 8.4 percent, less than the current year Adopted Budget.

## **II. ISSUES SIGNIFICANTLY IMPACTING THE COUNTY BUDGET**

This section contains a series of brief descriptions of some of the major issues that impact Pima County's FY 2022/23 Recommended Budget. Further details are contained in various



memoranda accessed via the County Administrator Memoranda FY 2022/23 page on the [County Budget website](#).

A. COVID-19 Pandemic

Our County budget realized significant fluctuations in FY 2020/21 and FY 2021/22 due to the COVID-19 Pandemic. This is partly due to the County's commitment as a regional public health and human services agency. Our budgeted expenditures for COVID-19 will continue in the FY 2022/23 budget, ensuring we respond to the County's critical need to make widely available the services required as we continue through and transition out of the Pandemic. The American Rescue Plan Act supports much of the funding for these expenditures. Because these are one-time funding sources, we expect future budgets to normalize as this funding is expended and we return to a new normal. The FY2022/23 budget continues allocating funds to critical areas related to the Pandemic, including testing, contact tracing, vaccination, rental and housing assistance, and other actions as a regional public health and human services provider.

B. Increased Prices

With the mounting pressures of increased prices in commodities, services, and fuel, budget reserves have been earmarked to counter any unexpected disruptions in next year's budget. An amount of \$3.0 million has been set aside within the County's contingency fund to address any unexpected increases in costs realized through departmental operations.

C. Public Safety Personnel Retirement System and Correction Officer Retirement Plan Pledged Revenue Obligations

Recall Pima County had a significant unfunded actuarial accrued liability for our Public Safety Personnel Retirement System (PSPRS) and Correction Officer Retirement Plan (CORP). In order to greatly reduce the unfunded liability for our Public Safety Personnel Retirement System and Correction Officer Retirement Plan, the County issued \$300 million in Pledged Revenue Obligation debt. This resulted in substantially lower employer contribution rates and a decrease in PSPRS/CORP retirement costs for FY 2022/23. Both PSPRS and CORP retirement costs decreased by \$1.4 million in FY 2022/23. This is in addition to the \$21.3 million decrease that was included in the FY 2021/22 Adopted Budget.

D. State Cost Shifts

The shifting of the State of Arizona's Budget Costs to Pima County continues to have direct, adverse impacts on the programs and services provided by the County in FY 2022/23.

As of now, the overall anticipated FY 2022/23 State cost shifts total nearly \$105.5 million, or 27.4 percent of the proposed General Fund primary property tax rate of \$3.8764 per \$100 of net assessed value. These scheduled cost shifts are approximately \$16.7 million

more than last year's Adopted Budget. A detailed list of these State cost transfers is shown in Table 1 below.

<b>Table 1: Continuing FY 2022/23 State Cost Transfers to Pima County.</b>	
<b>Description</b>	<b>Amount Required From Pima County</b>
Arizona Long Term Care System	\$ 53,257,800
Superior/Juvenile Court – Salaries and Benefits	20,243,370
Arizona Health Care Cost Containment System	16,759,600
Class 1 assessment ratio from 18.0% to 17.5% - Revenue Reduction	3,887,303
Behavioral Health System State Contribution	3,046,936
State Juvenile Detention Shift	1,726,000
Justice Courts – JP Salaries and Benefits	1,710,923
Superior Court – Salary Increases within State Budget	1,471,632
Restoration to Competency	1,306,973
Constables – Salaries and Benefits	1,066,937
Superintendent of Schools Accommodation District	391,610
Arizona Department of Revenue Operating Cost	300,000
Justice Courts – JP Salary Increases within State Budget	298,119
<b>Total</b>	<b>\$ 105,467,203</b>

#### E. Employee Compensation

Pima County began to address the need to make market salary adjustments in FY 2021/22 with a 5% adjustment for all employees. In addition, the Human Resources Department began reviewing a variety of job classification within the County and recommending market salary increases. Within the Recommended Budget, I am recommending a market salary increase for those job classifications that have not yet been evaluated by Human Resources. This excludes those positions that have received or will receive raises from the State and any market salary increases. The recommended market salary adjustment will include a five percent (5%) for employees that earn up to \$75,000, three percent (3%) for those that earn \$75,001 to \$150,000, and one percent (1%) for those that earn over \$150,001, in order to remain an employer of choice in an extremely competitive job market. This increase is in response to difficulties experienced by the County departments in retaining employees. The FY 2022/23 County-wide cost of this proposed salary increase is approximately \$18.5 million including associated benefits. The cost to the General Fund is approximately \$12.6 million. However, due to identified attrition savings, the expected cost for the FY 2022/23 Recommended Budget will be approximately \$10.2 million, due to an attrition offset of \$3.2 million for Non-General Funds and \$5.1 million for the General Fund. The acknowledged cost to the General Fund is \$7.5 million.

If the Board approves this recommended market adjustment, employee eligibility requirements will be sent to departments in a separate memorandum.

#### F. Employee Benefits

Overall, FY 2022/23 County benefit costs are expected to increase by a net of \$7.4 million over FY 2021/22 (from \$152.4 million to \$159.8 million). The most significant increases were in the County's health insurance premiums and the Arizona State Retirement System (ASRS). However due to the investment to significantly reduce the unfunded liability for our Public Safety Personnel Retirement System (PSPRS) and Correction Officer Retirement Plan (CORP), the overall increase was offset by a \$2.8 million decrease in PSPRS and CORP retirement costs.

Based on the plan performance of the Pima County Health Care Benefits Trust, FY 2022/23 health insurance rates for both the County and eligible County employees will increase from the FY 2021/22 rates. This year, the County has experienced higher claims than in prior years. Medical and pharmaceutical rates are rising nationally with the current trend at 7.2 percent for medical and 7.3 percent for pharmacy. In order to maintain a sufficient balance in the Pima County Health Care Benefits Trust fund for the coming year, the County increased rates to the employee and the County. The employee rate increases range from \$4.87 to \$8.66 per pay period, depending on selected coverage. The County share of the health insurance premiums increased by 11.48 percent.

The annual cost of all benefits as a percentage of employee compensation varies widely by employee type. For example, a County employee in the ASRS retirement system receives employer paid benefits equal to 34 percent of their salary. For Public Safety employees, this percentage is 44 percent of the cost of their salary.

#### G. County Staffing

The overall County workforce has shrunk by over 1,149 Full-Time Equivalents (FTEs), or 13.7 percent from peak staffing in FY 2007/08, as shown in Table 2 below. FY 2022/23 total budgeted FTEs increased by a net of 252 from FY 2021/22. The majority of the increases were from the following departments:

- 66 FTEs within the Health Department to expand public health programs across the region and enhance the public health emergency response capability.
- 36 FTEs within the Superior Court due to the court consolidation from Justice Court Tucson and the addition of court security officers, customer service assistants, and other miscellaneous positions to support operational needs.
- 32 FTEs within the Community & Workforce Development Department to administer the Emergency Eviction Legal Services and Emergency Rental Assistance Programs
- 22 FTEs within Facilities Management to address new large construction projects and increased workloads.

- 17 FTEs within Grants Management and Innovation to expand the management of all of the Federal funds received through COVID-19 and anticipated Infrastructure Investment and Jobs Act grants.
- 15 FTEs within Finance & Risk Management to support the ERP Project and expand the Internal Audit – Procedures and Training Division.

Table 2 below presents the year over year changes in the funded FTE counts within the County.

<b>Table 2: Total Budgeted FTE Positions, FY 2007/08 Adopted Budget through FY 2022/23 Recommended Budget</b>			
<b>Fiscal Year</b>	<b>Budgeted FTEs</b>	<b>Change in Budgeted FTEs</b>	<b>Cumulative Change in Budgeted FTEs</b>
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	7,114	53	(1,282)
2017/18	7,056	(58)	(1,340)
2018/19	7,129	73	(1,267)
2019/20	7,112	(17)	(1,284)
2020/21	6,840	(272)	(1,556)
2021/22	6,995	155	(1,401)
2022/23	7,247	252	(1,149)

### **III. GENERAL FUND ENDING FUND BALANCE: FY 2021/22**

#### **A. Positive Ending Fund Balance**

The recommended General Fund ending balance for FY 2021/22 is projected to be \$137,789,053 due to decreased expenses and higher than expected general government revenues. This is a projected increase of \$92,576,280 over the FY 2021/22 budgeted General Fund Reserve of \$45,212,773 and represents approximately 20.7 percent of FY 2022/23 projected General Fund revenues and operating transfers-in. This ending fund

balance is well above the recommended guidelines of the Government Finance Officers Association and represents the FY 2022/23 Beginning Fund Balance.

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

The information in Table 3 below represents my recommendations to use the projected June 30, 2022 General Fund ending balance. This available balance funds the General Fund Reserve, one-time allocations and department budget increases as needed.

<b>Table 3: Recommended Allocation of FY 2021/22 General Fund Ending Balance</b>	
<b>Available FY 2021/22 General Fund Ending Balance</b>	<b>\$137,789,053</b>
General Fund Budget Reserve	45,872,187
Banner-University Medical Center South Campus	15,000,000
5% General Salary Increases	13,630,954
Emergency Reserve	10,000,000
Kino South RFP Transfer	8,675,000
State Cost Shift - AHCCCS/ALTCS Baseline Increases	7,085,600
Health Department FEMA Public Assistance Transfer	6,230,812
Health Department Increased General Fund Support Transfer	5,500,000
State Cost Shift - Class 1 assessment ratio from 18.0% to 17.5%	3,887,303
Contingency - Inflation, Fuel, and Security	3,000,000
State Cost Shift - ALTCS Potential Provider Rate Increase	2,188,000
Old Tucson Warehouse Transfer	2,100,000
Natural Resources Parks and Recreation Deferred Maintenance Transfer	2,000,000
Facilities Management Renewal Fund Projects Transfer	2,000,000
Kino Campus Building Infrastructure Transfer	1,896,625
State Cost Shift - Juvenile Corrections	1,726,000
State Cost Shift - Superior Court Salary Increase	1,471,632
Maintain General Fund Primary Tax Rate at \$3.8764	1,358,272
General Contingency (Attorney Fees, Judgements & Damages)	1,269,944
San Xavier Sheriff Sub Station Transfer	585,000
Teatro Carmen Transfer	450,000
State Cost Shifts - Arizona Department of Revenue Costs	300,000
State Cost Shift - Justice of the Peace Salary Increase	298,119
Other Miscellaneous Base Adjustments	1,263,605
<b>Total</b>	<b>\$ -</b>

#### **IV. GENERAL FUND SUBMITTED BASE BUDGET: FY 2022/23**

##### **A. General Fund Base Budget Revenues**

If the current General Fund primary property tax rate of \$3.8764 were to be continued into FY 2022/23, projected FY 2022/23 base budget revenues and operating transfers-in to the General Fund would total \$665,291,659. This is a \$42,404,302 or a 6.81 percent increase from the current year adopted budgeted revenues and operating transfers-in to the General Fund. Using the calculation within Board of Supervisor's Policy D 22.12, General Fund Capital Improvement Fund Pay-As-You-Go Program, the General Fund primary property tax rate would increase slightly by \$0.0137 to \$3.8901. However, I am recommending the FY 2022/23 General Fund primary property tax rate remain at \$3.8764 per \$100 of taxable net assessed value.

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

##### ***1. General Government Revenues Other Than Property Taxes***

Excluding General Fund primary property tax revenues, projected FY 2022/23 base budget General Government revenues from all other sources is \$218,939,715, a \$23,949,318, or 12.28 percent increase from the current Adopted Budget.

The largest revenue stream in this category – State Shared Sales Tax – is projected to increase by \$22,000,000, or 16.67 percent, to \$154,000,000. Retail sales for the current fiscal year have been much higher than originally forecast even after the end of federal pandemic assistance and recent forecasts indicate this is likely to continue. Vehicle License Tax revenue is also projected to show continued improvement next year with an overall increase of \$2,006,000, or 5.86 percent, as local population growth and new vehicle sales exceed the annual reduction in the tax base.

##### ***2. Primary Property Tax Revenues***

###### **a. Annual Five-percent Cap on Taxable Net Assessed Value Increases**

Ten years ago, Arizona voters approved a Constitutional amendment that substantially limits future overall appreciation of the existing property tax base by setting a five percent cap on taxable net assessed value increases from year to year. Previously, the market dictated increases in taxable net assessed value.

###### **b. Primary Property Tax Revenues (Before recommended primary property tax rate adjustments)**

The taxable net assessed value for FY 2022/23 totals \$10.1 billion. This is a net increase of \$436.5 million, or 4.50 percent, over the current year and represents the eighth annual increase in taxable net assessed value in ten years. In FY 2022/23, the market value of existing property in the County will increase by approximately 2.83 percent. New construction will add approximately 1.63 percent to the property tax base.

Assuming the General Fund primary property tax rate for FY 2022/23 continues at the current rate of \$3.8764 per \$100 of taxable net assessed value, the resulting General Fund primary levy is \$392.8 million. This is \$16.9 million or 4.50 percent more than the amount levied in the FY 2021/22 year's Adopted Budget.

In addition to the collection of current year property taxes, the County receives revenue for the payment of delinquent property taxes from prior years and associated interest and penalties. Together with the projected primary property tax collection next year, the total base General Fund property tax revenues projected for FY 2022/23 are \$395.6 million. This amount is \$15.9 million or 4.19 percent more than the total General Fund primary property tax revenues adopted in the FY 2021/22 Adopted Budget. The majority of the difference between the levy amount and the revenues collected is attributable to an increase in the overall current year collection rate. This is offset in part by reductions in the forecasted collections of delinquent revenue for prior tax years, interest on delinquent property tax collections and penalties.

The State Truth in Taxation statute determines the County's 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 FY 2022/23 neutral primary tax rate is \$3.7698 per \$100 of taxable net assessed value, or \$0.1066 less than the current year \$3.8764 General Fund primary tax rate. The resulting difference between the levy using the current year's General Fund primary tax rate and the neutral primary levy is \$10.8 million, or 2.8 percent. If the current year primary rate remains unchanged, the County would be required to hold a Truth in Taxation hearing prior to the final budget adoption. This would be the fourth consecutive year in which such a hearing will be held.

This statutory benchmark is more restrictive than the County's Maximum Allowable Primary Levy Limit imposed by the Arizona Constitution, which is indexed to reflect a modest annual rate of inflation of two percent. The Maximum Allowable Primary Levy Limit imposed by the Arizona Constitution allows the County's primary rate to be increased to \$4.8962, or \$1.0198 higher than the current year's General Fund rate. The resulting constitution capped levy is \$496.1 million, which is \$103.3 million, or 26.3 percent greater than the levy produced by the current year's primary property tax rate.

The above discussion assumes that the General Fund primary property tax rate remains unchanged from FY 2021/22. As I have indicated earlier in this memorandum, I am proposing

the continuation of the FY 2022/23 General Fund property tax rate of \$3.8764 per \$100 of taxable net assessed value remain.

### *3. Departmental Revenues*

Base budget changes in General Fund revenues from departments and operating transfers-in for FY 2022/23 are projected to total \$43.8 million. This is a \$4.4 million net decrease from the current year's budget.

Significant increases/decreases in base General Fund departmental revenues and operating transfers-in include the following:

- \$1.6 million increase in operating transfers for Health Grants Indirect Costs
- \$833 thousand increase in Elections revenue
- \$377 thousand increase in operating transfers for Pima Animal Care donations
- \$225 thousand increase in Superintendent of Schools revenue
- \$635 thousand reduction in Justice Court Tucson revenue
- \$418 thousand reduction in operating transfers for Painted Hills

#### B. General Fund Submitted Base Budget Expenditures (Before my recommended adjustments below)

The amount required in FY 2022/23 to fund department submitted General Fund-supported base budgets for both expenditures and transfers-out is \$740,538,420. This base amount represents FY 2021/22 adopted departmental budgets adjusted for increased benefit costs, grants match, impacts to base costs pursuant to Board adopted budget policies and prior directives, and decreases in base one-time expenditures in the current year. Details regarding specific base expenditure adjustments can be found in the individual department analyses that follow this memorandum.

## **V. RECOMMENDED ADJUSTMENTS TO GENERAL FUND BASE EXPENDITURES**

### A. Market Salary Increase

As previously discussed in Section E, I am recommending a market salary increase for eligible Pima County employees of five percent (5%) for employees that earn up to \$75,000, three percent (3%) for those that earn \$75,001 to \$150,000, and one percent (1%) for those that earn over \$150,001, in order to remain an employer of choice in an extremely competitive job market. The cost to the General Fund is approximately \$12.6 million. However, due to identified attrition savings of \$5.1 million, the expected cost for the FY2022/23 Recommended Budget will be \$7.5 million.



**B. Inflation, Higher Fuel Pricing, and our Increasing Security Contractor Costs**

I recommend \$3.0 million within the County's contingency fund to address any unexpected increases with the mounting pressures of increased prices in commodities, services, and fuel.

Table 4 below details the FY 2022/23 expenditure adjustments required to fund additional ongoing State-related cost shifts; market salary increases; reserve for inflation, higher fuel pricing and increased security contractor costs; requested adjustments to departmental budgets; and fully fund the General Fund Budget Reserve

<b>Table 4: Recommended Adjustments to FY 2022/23 Submitted</b>	
<b>Base Expenditures and Operating Transfers-out</b>	
<b>Proposed FY 2022/23 Base Expenditures and Operating Transfers-out</b>	<b>\$740,538,420</b>
General Fund Budget Reserve	45,872,187
Net Market Salary Increase	7,529,960
Inflation, Fuel, and Security Reserve	3,000,000
State Cost Shift - ALTCS Potential Provider Rate Increase	2,188,000
State Cost Shift - Juvenile Corrections	1,726,000
State Cost Shift - Superior Court - Salary Increase	1,471,632
Adjustments to Departmental Requested Budget	456,394
State Cost Shift - Justice of the Peace - Salary Increase	298,119
<b>Total FY 2022/23 Recommended Expenditures and Operating Transfers-out</b>	<b>\$803,080,712</b>

The Recommended General Fund budget totals \$803,080,712 and consists of \$685,075,210 in expenditures and \$118,005,502 operating transfers-out to other County departments and funds.

I am also recommending a General Fund Budget Reserve of \$45,872,187. This amount represents 6.9 percent of recommended revenues and operating transfers-in. This reserve meets the Government Finance Officers Association recommendation of a minimum set aside and retains a reserve capacity for any emergency funding during the course of the coming fiscal year.

**VI. THE OVERALL BUDGET**

**A. Special Districts and Debt Service**

*1. County Library District*

The Library District is funded by a dedicated secondary property tax and serves the entire County. In FY 2022/23, the Pima County Public Library budget includes the operation of a Main Library, 26 branches, a nonprofit support center, 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.

The Library has a collection of 1.2 million catalogued items, which will be borrowed 7 million times in the course of a year. The Library provides 1,200 computers that generate 1.5 million computer sessions by the public. Pre-pandemic, the Library welcomed on average 5.5 million visitors through its doors annually. As we start to transition out of the COVID-19, these levels are expected to return to normal. 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 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.

The County Library District property tax base is increasing for the eighth year in a row. The tax base is projected to increase 4.50 percent in FY 2022/23.

The FY 2022/23 Recommended Budget for operating costs, grants and operating transfers-out is \$56,825,637. The budget will fund increased operating expenses for salaries and benefits, other internal service charges and maintenance costs.

For the fourth budget year, \$0.0400 cents of the Library tax rate is dedicated for PAYGO capital facilities and improvements. In total six PAYGO Capital Improvement Projects are scheduled in FY 2022/23 along with ongoing improvements to library interiors, exteriors, parking lots and electric vehicle charging stations. The library capital improvement projects includes Martha Cooper Library expansion, Richard Elias – Mission Library expansion, construction of the Southwest Library, Wood library property acquisition and demolition along with Library network and hotspot improvements.

In FY 2021/22, the County began the Pima Early Education Program (PEEPs) to increase the number of income eligible 3-5 year-old children attending evidence-based high quality preschools. The focus is on children from economically disadvantaged families, with incomes at or below 200% of the Federal Poverty Level, as well as minority and dual language learners, since decades of research has shown that it is these children benefit the most from evidenced-based high quality early-learning. This program is currently funded by the American Rescue Plan Act through FY 2023/24.

To begin to secure adequate funding for the PEEPs program after FY 2023/24, the recommended Library District secondary property tax rate for FY 2022/23 of \$0.5453 per \$100 of taxable net assessed value is a one-cent increase from the tax rate for FY 2021/22. The recommended tax rate is projected to provide \$54,808,104 in revenues with an additional projected \$1,280,950 from fines, interest, grants and miscellaneous revenue.

## *2. Debt Service Fund*

The total Recommended FY 2022/23 Debt Service Fund budget is \$99,266,568 a \$10,266,263 decrease from the current fiscal year. The Debt Service Fund includes payments on the County's General Obligation debt, the Street and Highway Revenue Bond debt, Certificates of Participation debt and Pledged Revenue Obligation debt, the majority of which is long-term debt, which is repaid within fifteen years.

### *a. General Obligation Debt Service*

The County's General Obligation Debt Service is funded by a secondary property tax levy. For FY 2022/23 the General Obligation Debt Service secondary property tax rate is reduced to \$0.3200 per \$100 of taxable net assessed value, a \$0.1300 reduction from FY 2021/22. The rate decrease is in line with the direction provided in the Board of Supervisors Policy for the General Fund Capital Improvement Fund Pay-As-You-Go Program. The FY 2022/23 recommended General Obligation debt service of \$32,373,417, a decrease of \$13,153,112 from FY 2021/22, will fund the existing debt service.

As originally planned when the 1997 Bond Program began, the debt service on new bond sales supported by the secondary tax levy was being offset by ongoing reductions in debt service for existing outstanding bonds. As the 1997 bonds were being retired, 2004, 2006, and 2014 bonds were sold, incurring new debt. The County issued the final General Obligation Bond Authorization in FY 2016/17. All General Obligation debt is projected to be completely paid off in FY 2028/29.

### *b. 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 HURF revenues the Transportation Department receives from the State of Arizona. The recommended Street and Highway Revenue Bond debt service of \$11,293,292, a decrease of \$5,030,350 from FY 2021/22, will fund the existing debt service.

### *c. Certificates of Participation Debt Service*

The Certificates of Participation (COPs) debt service of \$44,493,078, an increase of \$6,127,489 from FY 2021/22 includes COPs issued in prior years for the acquisition or construction of County facilities such as the Public Service Center, the Historic Courthouse, the Defense Services Building, Transportation Local Road Repair and Pavement Preservation Programs. The COPs debt service is paid from funds other than the General Obligation debt service tax levy.

d. Pledged Revenue Obligation Debt Service

The Pledged Revenue Obligation debt service of \$11,106,781 is an increase of \$1,829,710 from FY 2021/22. This debt was issued in FY 2020/2021 as a one-time issuance to address the unfunded pension liabilities on the Public Safety and Correction Officer Retirement Plans. This debt is repaid from a portion of the State Shared Sales Taxes, the General Fund portion of the State Vehicle License Tax, County Excise Revenues and Payments in Lieu of Property Taxes.

e. Sewer Debt Service

In addition to the debt service included in the Debt Service Fund, Pima County has additional debt service in the Regional Wastewater Reclamation Enterprise Fund. This debt service is paid for with sewer system revenues with no impact on the overall Debt Service Tax Rate. As of June 30, 2022, the amount of outstanding sewer revenue debt will be \$399,565,000. Debt for sewer infrastructure is approximately 53 percent of all County Capital Improvement Program debt.

f. Overall Pima County Debt

Pima County issues General Obligation, Street and Highway, Certificates of Participation and Sewer Revenue Obligations to fund our Capital Improvement Program. The County's debt is not a traditional long-term debt. Rather, it is relatively short-term debt and always limited to 15-year repayment schedules.

Pima County's debt for capital projects peaked in FY 2012/13 at \$1.35 billion from all sources. Because the County limits this type of debt to 15-year repayment schedules, at the end of FY 2021/22 current Capital Improvement Program debt will be reduced to approximately \$750.4 million. It is anticipated that at the end of FY 2022/23 total Capital Improvement Program debt will equal \$739.1 million, which includes \$50 million in Certificates of Participation for Pavement Preservation, \$40 million for various projects including the new San Xavier Substation, Office of the Medical Examiner Building, and ERP Replacement and \$40 million in Sewer Revenue Obligations for Regional Wastewater Reclamation projects.

### *3. Regional Flood Control District*

For the eighth consecutive year, the value of the Regional Flood Control District (RFCD) property tax base is forecasted to increase. The RFCD taxable net assessed value will increase 4.18 percent in FY 2022/23.

The recommended operating budget for the two components of the RFCD is \$18,475,401, a net decrease of \$349,488 from the current year budget. This amount includes \$18,255,401 for Flood Control Operations and \$220,000 of expenditures related to the Canoa Ranch In-Lieu Special Revenue Fund. The department has six grants in FY 2022/23, Invasive Plant Species, FEMA Cooperative Technical Partnership, USDA Brawley Wash, Canoa Hills, Hazard Mitigation Grant Program Finger Rock Culvert and Hazard Mitigation Grant Program Corona Del Oro.

The RFCD recommended budget also includes operating transfers-out totaling \$17,977,988, an increase of \$1,370,502 from the current year. These transfers include the following:

- \$14,851,113 transfer to the Capital Projects Fund to fund the District's Pay-As-You-Go Capital Improvement Program
- \$2,650,000 transfer to the Capital Projects Fund to fund the Big Horn Fire Flood Hazard Mitigation Program
- \$190,000 to the Regional Flood Control District Grant for Invasive Plant Species
- \$189,602 to the Stadium District for operating and maintenance costs of the Kino Environmental Restoration Project
- \$80,000 in funding for the County's Native Plant Nursery
- \$17,273 in Indirect Cost reimbursements to the General Fund

To offset the \$0.0100 increase in the Library District secondary property tax rate, I recommend a \$0.0100 decrease in the Regional Flood Control secondary property tax rate. The secondary property tax rate for Regional Flood Control is recommended to decrease from the FY 2021/22 rate of \$0.3335 to \$0.3235 per \$100 of net assessed value

#### B. Pay-As-You-Go Capital Improvement Funding (PAYGO)

As directed in the Board of Supervisors Policy D 22.12 General Fund Capital Improvement Fund Pay-As-You-Go Program, the current budget includes \$32,272,409 in funding for the PAYGO Program of which \$12,272,409 is for capital improvement projects. The balance of the funds is for the debt service payment on the \$50 million that was advanced in FY 2020/21 and in FY 2021/22 for pavement preservation. This funding was calculated using sixty percent of both the decrease in the current secondary tax rate and the increase in the

tax base, the remainder of the unobligated tax value reduced the combined tax rate. The goal of the PAYGO program is to provide additional funding to repair our roads within 10 years, provide additional funding for other General Fund capital improvement projects as approved by the Board, reduce taxes spent on debt interest payments, and reduce the combined County property tax rate. This program is predicated on the general obligation bond debt repayment schedule being rapidly paid over the next several years that reduces the draw on the secondary tax rate.

The transition plan to PAYGO Capital Funding will fund the capital program with the debt service payment at a zero dollar level (once the General Obligation Bond Debt is fully retired). Annual capital financing will continue to use short-term debt instruments to ensure the County does not exceed the constitutionally imposed expenditure limit. In other words, after all of the voter authorized debt has been retired, the County will continue to issue Certificates of Participation for short-term debt. The use of long-term Certificates of Participation will also continue for larger scale capital projects, including the new San Xavier Substation, Office of the Medical Examiner Building, and ERP Replacement. These long-term debt instruments are currently advantageous funding strategies due to low interest rates. Table 6 shows the FY 2022/23 secondary property tax levy for debt service and the PAYGO calculation.

<b>Table 6: FY 2022/23 Pay-As-You-Go General Fund Primary Tax Levy.</b>	
	<b>FY 2022/23</b>
Debt Service <sup>[1]</sup> Secondary Tax Collection Rate	0.3200
Secondary Tax Levy Decrease <sup>[2]</sup>	0.1300
60% of Decrease <sup>[3]</sup>	0.0780
Primary PAYGO Levy from Cumulative Debt Service Rate Reductions	\$22,494,426
Primary PAYGO Levy from 60% of FY 2022/23 NAV Increase	9,777,983
Total Available for Pay as you go <sup>[4]</sup>	<b>\$32,272,409</b>

[1] Secondary property tax rate necessary to pay principal and interest payments for all County outstanding general obligation bond debt.

[2] Year to year secondary debt service tax rate difference.

[3] As the debt service tax rate decreases, sixty percent of the decrease will be used to build the PAYGO general fund in the primary tax levy. The remaining forty percent will be used to decrease the overall County tax rate.

[4] Annual amounts per fiscal year available in the PAYGO fund.

In both FY 2020/21 and FY 2021/22, Transportation's Pavement Preservation program received \$50 million that is being repaid by the transportation allocation from the PAYGO program and the FY 2022/23 budget includes another \$50 million that will also be repaid using the transportation allocation from the PAYGO program. The total allocation of PAYGO funding for pavement preservation is not being increased, only accelerated.

PAYGO projects budgeted within the Capital Projects Fund include \$12,272,409 in proposed PAYGO funds. Projects considered for use of this funding source were defined via the Integrated Infrastructure Plan that identified capital needs throughout the County. A prioritization matrix was used as outlined in Table 7. Projects selected to use PAYGO funding met two or more of these major benefit areas. These funds have been applied to projects within Facilities Management, Kino Stadium District, Parks and Recreation, and the Sheriff's Department. Projects selected were fully funded by this year's PAYGO allocation even if they are planned over multiple years.

Below is the list of proposed projects to be funded with PAYGO funds.

- Sheriff's Department – Aircraft Hanger – Aero Park Blvd
- Stadium District – Kino South Beach Volleyball
- Parks & Recreation – Canoa Ranch Campground Development
- Parks & Recreation – Robles Ranch Thrift Store and Foodbank
- Parks & Recreation – LED Replacement – Thomas Jay Regional Park
- Parks & Recreation – LED Replacement – McDonald Regional Park
- Facilities Management – Energy Efficient Lighting Fixture Replacement
- Facilities Management – Public Works Garage Solar

This fiscal year, a higher priority was given to projects that help achieve sustainability goals categorized within ROI and Community on Table 7.

In future years, the target for the PAYGO program is \$50 million per year of recurring revenues to pay for capital improvements of the County, since the General Fund transfer to road repair is limited to 10 years at the adopted schedule.

Table 7: Prioritization Matrix for PAYGO Projects Across Departments	
Benefit	Key Goal
Safety, Regulatory Compliance, Risk Avoidance, Emergency Response	SAFETY
Depreciation, Life Cycle, Age of Facility	LIFE CYCLE
Return on Investment, Cost-benefit Analysis, Operating Cost, Maximize Previous Investment, Integrated Facilities	ROI

Environmental Protection, Community Health, Changing Public Needs, Future Compliance Need	COMMUNITY
Economic Development, Regional Needs, Partnerships, Public Expectation, Administrative Directive	ECONOMIC
Level of Service, Capacity Needs, Community Enhancement	CAPACITY

C. Pavement Preservation and Repair Funding for Local Roads

The FY2022/23 Transportation Department budget will contain specific funding for Pavement Preservation and Repair Contracts. For FY 2022/23, a combined allocation of \$66.8 million (\$16.8 million under the Pavement Preservation and Repair Contracts and \$50 million under the Construction Project line items within the Transportation's operating budget). This is a significant investment in road repair and pavement rehabilitation. This added to prior year investments since the beginning of PAYGO in fiscal year 2019/20 represents an investment in pavement repair of \$244.3 million.

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

As set forth in Table 8, the FY 2022/23 recommended Capital Improvement Plan of \$237,945,767 consists of the Capital Projects Fund Budget of \$177,183,899, Capital Projects of Regional Wastewater Reclamation of \$54,119,868, Information Technology – Internal Service Fund of \$5,042,000, and Fleet Services of \$1,600,000. A complete list of projects for the Recommended Capital Improvement Plan is included in the Capital Projects section of this Recommended Budget Book.



The Honorable Chair and Members, Pima County Board of Supervisors  
Re: **Transmittal of the Recommended Fiscal Year 2022/23 Budget**  
April 29, 2022  
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Table 8: FY 2022/23 Recommended Capital Improvement Plan					
Capital Improvement Plan	FY 2021/22 Bond and Non-Bond Project Budgets	FY 2022/23 Bond and Non-Bond Project Budgets	Difference	1997 Bonds	Non-Bonds
<b>Capital Projects Fund</b>					
Facilities Management	\$ 37,333,875	\$ 64,680,000	\$ 27,346,125	-	\$ 64,680,000
Transportation	52,268,896	41,135,227	(11,133,669)	\$ 6,204,750	34,930,477
Flood Control District	17,281,261	20,748,750	3,467,489	-	20,748,750
Stadium District - Kino Sports Complex	14,075,000	11,992,000	(2,083,000)	-	11,992,000
Analytics & Data Governance	3,000,000	11,000,000	8,000,000	-	11,000,000
Parks & Recreation	2,484,806	10,377,806	7,893,000	-	10,377,806
Sheriff	3,866,139	5,378,616	1,512,477	-	5,378,616
Environmental Quality	4,008,028	5,350,000	1,341,972	-	5,350,000
Information Technology	264,000	2,264,000	2,000,000	-	2,264,000
Capital Program Office	3,125,000	2,177,500	(947,500)	-	2,177,500
Office of Sustainability & Conservation	1,100,000	2,080,000	980,000	-	2,080,000
Community & Workforce Development	75,000	-	(75,000)	-	-
<b>Total Capital Projects Fund</b>	<b>\$ 138,882,005</b>	<b>\$ 177,183,899</b>	<b>\$ 38,301,894</b>	<b>\$ 6,204,750</b>	<b>\$ 170,979,149</b>
Wastewater Reclamation	48,012,815	54,119,868	6,107,053	-	54,119,868
Information Technology - Internal Service Fund	6,101,000	5,042,000	(1,059,000)	-	5,042,000
Fleet Services	2,502,874	1,600,000	(902,874)	-	1,600,000
<b>Total Capital Improvement Plan</b>	<b>\$ 195,498,694</b>	<b>\$ 237,945,767</b>	<b>\$ 42,447,073</b>	<b>\$ 6,204,750</b>	<b>\$ 231,741,017</b>

*1. Capital Projects Fund Budget*

The recommended \$177.2 million Capital Projects Fund Budget for FY 2022/23 is an increase of \$38.3 million, or 27.6 percent, from the current year's budget of \$138.9 million.

Of the total Capital Projects Fund, \$6.2 million is funded through 1997 bonds, and the remaining \$171 million is funded through other non-bond sources including State Revenue, Regional Transportation Authority (RTA) Sales Taxes, Impact Fees, Grants, Certificates of Participation (COPs), and General Funds.

Facilities Management has budgeted \$64.7 million for 16 projects. This year's recommended budget includes \$22.7 million for construction of the new Office of the Medical Examiner Building, \$9 million for the design of the Northwest Service Center, \$6.6

million for the façade improvements at 130 W. Congress and \$5.5 million for security replacements at the Adult Detention Center. The Northwest Service Center project is being funded primarily by a grant from the American Rescue Plan, the remaining projects are being funded by COPs or department transfers.

The Department of Transportation has budgeted \$41.1 million for 18 projects. The projects include \$17.8 million for Sunset Road I-10 to River Road, \$10.1million for South Houghton Road Widening, and \$5.6 million for Improvements at 22<sup>nd</sup> Street I-10 to Tucson Boulevard. Funding for the FY 2022/23 Department of Transportation Capital Program consists of \$11.8 million in Impact Fees, \$6.2 million in 1997 HURF Bonds, \$12.1 million in Grants, \$6.7 million in COPs, \$1.2 million in RTA Funding, \$2.5 million in City Revenue and \$600 thousand from various other funding sources.

Regional Flood Control District has budgeted \$20.7 million for 21 projects, including \$4 million for the Channels at the Fairgrounds and South Houghton, \$3 million for the City of Tucson Downtown Links Project, \$2.7 million for Bighorn Fire Flood Hazard Mitigation, \$2 million for Major Watercourse Infrastructure Management, \$1.5 million for Urban Drainage and \$1 million each for Floodprone Land Acquisitions and the Ruthrauff/Gardner Lane Union Pacific Railroad Culvert. With the exception of the grant funding for the Bighorn Fire Flood Hazard Mitigation, these projects are funded primarily with Tax Levy Revenue.

## *2. Regional Wastewater Reclamation Capital Budget*

The FY 2022/23 recommended capital budget for the Regional Wastewater Reclamation Department (RWRD) is \$54.1 million, an increase of \$6.1 million from FY 2021/22. The FY 2022/23 capital program plan is to be funded with RWRD Obligations. Conveyance projects total \$34 million, including \$11.4 million for the Second Force Main at the Continental Ranch Pump Station, \$5.9 million for augmentation of the Old Nogales Interceptor, \$6.3 million for the Canoa Ranch Sewer Extension and \$6 million for Minor Rehabilitation Projects. Treatment projects total \$19.5 million and include \$8 million for System-wide Treatment Rehabilitation and \$6.7 million for the Tres Rios Headworks Biofilter Odor Control project.

## *3. Information Technology - Internal Service Fund Capital Budget*

The FY 2022/23 recommended capital budget for Information Technology - Internal Service Fund is \$5 million, a decrease of \$1.1 million from FY 2021/22. The recommended budget includes \$3.3 million for Server Storage and \$1.2 million for a Network Refresh that will be funded through Information Technology - Internal Service Fund Operations.

#### *4. Fleet Services Capital Budget*

The FY 2022/23 recommended capital budget for Fleet Services is \$1.6 million, a decrease of \$903 thousand from FY 2021/22. The recommended budget includes two Fuel Island projects that will be funded through Fleet Operations.

### **VII. COMBINED TOTAL COUNTY BUDGET**

#### **A. Combined County Property Tax Rate and Levy**

The combined primary and secondary property taxes levied by the County fund 26.4 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.

It is recommended that the County's General Fund primary property tax rate remain at \$3.8764 per \$100 of taxable net assessed value. Pursuant to State Truth in Taxation statutes, the levy produced by the General Fund primary tax rate will exceed the neutral primary levy. A Truth in Taxation hearing will be required to be noticed and held at the same time as Final Budget Adoption. The County's FY 2022/23 neutral levy tax rate is \$3.7698 per \$100 of taxable net assessed value.

The County controls three secondary property tax rates and their associated levies: Library District, Regional Flood Control District and Debt Service. It is recommended the Debt Service property tax rate be decreased by \$0.1300 per \$100 of taxable net assessed value, the RFCD be decreased by \$0.0100 per \$100 of taxable net assessed value and the Library property tax be increased by \$0.0100 per \$100 of taxable net assessed value. The net of these changes in the secondary property tax rates and increased taxable net assessed values will produce a \$7.5 million decrease in secondary tax levies in FY 2022/23.

The RFCD and the Library District secondary property tax levies are subject to Truth in Taxation requirements similar to those in place for the County's primary property tax levy as described above. The impact to each district is as follows:

The Library District's FY 2022/23 neutral secondary property tax rate is \$0.5206 per \$100 of taxable net assessed value. The secondary property tax rate being recommended is \$0.5453 per \$100 of taxable net assessed value. If the Board adopts the recommended property tax rate, pursuant to statute, the Library District will be required to issue a Truth in Taxation Notice and hold a Truth in Taxation public hearing prior to the final budget adoption. The RFCD FY 2022/23 neutral secondary property tax rate is \$0.3237 per \$100 of taxable net assessed value. The secondary property tax rate being recommended is \$0.3235 per \$100 of taxable net assessed value. If the Board adopts the recommended property tax

rate, pursuant to statute, the RFCD will not be required to issue a Truth in Taxation Notice and hold a Truth in Taxation public hearing prior to the final budget adoption.

The result of these recommendations is a combined County property tax rate of \$5.0652 per \$100 of taxable net assessed value, a decrease of \$0.1300 from the FY 2021/22 tax rates. The FY 2022/23 recommended primary and secondary County tax rates are summarized in Table 9 below.

<b>Table 9: Combined Recommended County Property Tax Rate</b>			
<b>Description</b>	<b>FY 2021/22 Adopted Rates</b>	<b>FY 2022/23 Recommended Rates</b>	<b>Difference</b>
General Fund Primary	\$3.8764	\$3.8764	\$0.0000
Library District	0.5353	0.5453	0.0100
Debt Service	0.4500	0.3200	(0.1300)
RFCD	0.3335	0.3235	(0.0100)
<b>TOTAL</b>	<b>\$5.1952</b>	<b>\$5.0652</b>	<b>(0.1300)</b>

For the eighth time in last ten 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 4.50 percent more than the current year base and to secondary tax bases that range from an increase of 4.50 percent (Debt Service and Library District) to an increase of 4.18 percent (RFCD). These net increases in the tax base, combined with recommended primary and secondary property tax rates, result in the recommended combined County property tax levies increasing by \$9,371,294, or 1.9 percent, more than the current year levies as shown in Table 10 below.

<b>Table 10: Combined Recommended County Property Tax Levy</b>			
<b>Description</b>	<b>FY 2021/22 Adopted Levies</b>	<b>FY 2022/23 Recommended Levies</b>	<b>Difference</b>
General Fund Primary	\$375,861,572	\$392,781,054	\$16,919,482
Library District	51,903,493	55,253,201	3,349,708
Debt Service	43,632,677	32,424,398	(11,208,279)
RFCD	29,329,496	29,639,879	310,383
<b>TOTAL</b>	<b>\$500,727,238</b>	<b>\$510,098,532</b>	<b>\$9,371,294</b>

#### **B. Combined County Budget**

The FY 2022/23 Combined Recommended County Expenditure Budget is reflected in the budget schedules and departmental budget summaries that follow this memorandum totals \$1,937,895,362. That expenditure amount is a decrease of \$177,704,845, or 8.4 percent from the FY 2021/22 Adopted Budget of \$2,115,600,207.

The Honorable Chair and Members, Pima County Board of Supervisors  
Re: **Transmittal of the Recommended Fiscal Year 2022/23 Budget**  
April 29, 2022  
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JKL/anc

c: Carmine DeBonis, Deputy County Administrator for Public Works  
Francisco Garcia, MD, MPH, Deputy County Administrator & Chief Medical  
Officer, Health and Community Services  
Michelle Campagne, Director, Finance and Risk Management  
Andy Welch, Deputy Director, Finance and Risk Management  
Xavier Rendon, Budget Division Manager, Finance and Risk Management



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# Board of Supervisors Memorandum

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May 17, 2022

## **Tentative Budget Adoption: Fiscal Year 2022/23**

### 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 maximum tax rates. Prior to the final budget adoption on June 21, 2022, the Board may reallocate expenditures and revenues among departments differently than set forth in the Tentative Budget and may decrease expenditures, as well as corresponding tax rates.

### Status Report

My original recommendations were included in my transmittal of the Recommended Budget to the Board of Supervisors on April 29, 2022. The Recommended Budget included \$1,937,895,362 of combined County expenditures; \$685,075,210 of this amount represents General Fund expenditures.

### Proposed Tentative Budget Adjustments

#### General Fund

The Proposed Tentative Adopted Budget now includes the following proposed adjustments to General Fund departments made since my April 29, 2022 Recommended Budget was submitted to the Board of Supervisors:

#### Revenues

- Pima Animal Care Department revenues have been reduced by \$5,182,383 pursuant to the Board of Supervisors approval regarding Intergovernmental Agreements for the Provision of Animal Care and Related Services at their April 19, 2022 meeting. At that Board meeting, it was also recommended that licensing fee revenues be retained. The decrease in revenue is offset by a \$5,182,383 reduction in the General Fund Reserve.

#### Expenditures

- As mentioned above, pursuant to the Board of Supervisors approval regarding Intergovernmental Agreements for the Provision of Animal Care and Related Services at their April 19, 2022 meeting, expenses to the Pima Animal Care Department were reduced by \$988,000 as it was recommended that licensing fee revenues be retained and not be remitted to the partnering jurisdictions. The decrease in expenditures is offset by a \$988,000 increase in the General Fund Reserve.

- At the Board of Supervisors April 19, 2022 meeting, \$500,000 was approved for the Education Reimbursement Program to provide educational reimbursement to help retain employees by fostering their professional development, attracting career-minded talent, and boosting our employer brand. Although this reallocation has a neutral effect on total General Fund budgeted expenditures, it does decrease the General Fund Reserve by \$500,000.

#### General Fund Budget Reserve

The Tentative Ending Fund Balance will be \$41,177,804 or 6.2 percent of the Tentative General Fund revenues and operating transfers in. This is a \$4,694,383 reduction from the Recommended Budget Ending Fund Balance of \$45,872,187. In addition to the Ending Fund Balance noted above, the Recommended Budget included a \$10 million Emergency Reserve plus a \$3 million reserve for Inflation, Fuel and Security within the Finance Contingency budget to fund any unanticipated expenditures.

As a result of the changes above, the General Fund's proposed tentative net expenditures will be \$679,892,827.

#### Combined County Budget

The combined total County property tax rate is \$5.0652, a decrease of \$0.1300 per \$100 of taxable net assessed value from the Fiscal Year 2021/22 combined rate. The combined levies produced by this rate will increase by \$9.4 million or 1.9 percent from the current year.

The combined primary and secondary property taxes levied by the County fund 26.4 percent of the total County recommended expenditures.

The combined overall County Proposed Tentative Budget for Fiscal Year 2022/23 is \$1,932,712,979 and is \$182,887,228, or 8.6 percent less than the current year. As stated in the Recommended Budget, the FY2021/22 County's budget exceeded \$2 billion in expenditures. This was primarily due to the inclusion of \$300 million within the General Fund to pay a portion of the unfunded liabilities for the Public Safety Personnel Retirement System and Correction Officer Retirement Plan and \$350 million within the Grants Contingency fund for COVID-19 related grants. This year reflects the County's transition out of the COVID-19 pandemic response and the return to a new normal. The FY2022/23 Budget will have a similar approach in regards to grants by reserving \$250 million within the Finance Grants Contingency fund for the Infrastructure Investment and Jobs Act and any other unforeseen or emergency grants.

Prior to final adoption of the budget on June 21, 2022, 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 expenditures. 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 Fiscal Year 2022/23 Budgets and Tax Rates

The table below outlines both the Fiscal Year 2022/23 expenditure budgets and tax rates I propose for Fiscal Year 2022/23 based on the information contained in this memorandum. Should the Board at the time of tentative adoption take action to increase County expenditures beyond those included in the Proposed Tentative Adopted Budget, the budget ceiling and/or the tax rate may increase above the amounts listed below.

<b>Proposed Tentative Tax Rates</b>		
Fiscal Year 2022/23 Budget	Budgeted Expenditures	Tax Rate
Total County Budget	\$1,932,712,979	\$5.0652
<b>Primary Property Tax:</b>		
General Fund Primary	679,892,827	\$3.8764
<b>Secondary Property Taxes:</b>		
County Free Library District	46,600,637	\$0.5453
Regional Flood Control District	18,475,401	\$0.3235
Debt Service	99,266,568	\$0.3200
Stadium District	\$8,824,807	

According to the State's Property Tax Oversight Commission, Pima County's neutral Fiscal Year 2022/23 Primary Levy is \$381,979,676. The proposed combined General Fund primary levy is \$392,781,054. State statute defines a neutral levy as a levy 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 (Attachment 1).**

In 2015, 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. The impact to each district is as follows:

The Library District's neutral secondary levy is \$52,750,443. The proposed secondary levy is \$55,253,201. **Pursuant to statute, the Library District will be required to issue a Truth in Taxation Notice and hold a Truth in Taxation public hearing prior to the final budget adoption (Attachment 2).**

The Regional Flood Control District's neutral secondary levy is \$29,658,203. The proposed



The Honorable Chair and Members, Pima County Board of Supervisors  
Re: **Tentative Budget Adoption: Fiscal Year 2022/23**  
May 17, 2022  
Page 4

secondary levy is \$29,639,879. **Pursuant to statute, the District will not be required to issue a Truth in Taxation Notice and hold a Truth in Taxation public hearing prior to the final budget adoption.**

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 3).

#### Total County Revenue

Proposed Fiscal Year 2022/23 General Fund revenue totals are \$652,935,604, which is a \$5,182,383 reduction to the earlier Recommended Budget amount.

County-wide Proposed Tentative Adopted Budget revenue totals are \$1,650,438,149, which reflects the reduction mentioned above.

#### Total Full Time Equivalents

Proposed Fiscal Year 2022/23 full time equivalent positions remain at the earlier Recommended Budget amount of 7,247.

#### Recommendation

I recommend the Board of Supervisors tentatively adopt the Fiscal Year 2022/23 Budget as presented to the Board in the April 29, 2022 memorandum – Transmittal of the Recommended Fiscal Year 2022/23 Budget and the updated Proposed Tentative Adopted Budget, including the changes described in this memorandum.

Sincerely,



Jan Leshner  
County Administrator

JKL/anc – May 12, 2022

#### Attachments

- c: Carmine DeBonis, Deputy County Administrator for Public Works
- Francisco Garcia, MD, MPH, Deputy County Administrator & Chief Medical Officer, Health and Community Services
- Michelle Campagne, Director, Finance and Risk Management Department
- Andy Welch, Deputy Director, Finance and Risk Management
- Xavier Rendon, Budget Division Manager, Finance and Risk Management

**Note: On page four of the memorandum, Tentative Budget Adoption: Fiscal Year 2022/23, May 17, 2022, 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 3. However, these pages, which show the estimates of revenues and expenditures/expenses, have been withdrawn, since they replicate the information provided in the section labeled State Reports. Please refer to the tab labeled State Reports for the estimates of revenues and expenditures/expenses.**



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# Board of Supervisors Memorandum

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July 5, 2022

## Fiscal Year 2022/23 Final Budget Adoption

### Background

I submitted the [Fiscal Year \(FY\) 2022/23 Recommended Budget](#) to the Board of Supervisors on April 29, 2022.

The Board tentatively adopted the \$1,932,712,979 combined overall budget on May 17, 2022, as originally recommended, along with the adjustments included in my [May 17, 2022 Tentative Budget Adoption: Fiscal Year 2022/23](#) Board of Supervisors Memorandum.

The remainder of this memorandum discusses the proposed recommended changes to the Tentative Adopted Budget.

### **Proposed Changes to the Tentative Adopted Budget**

The Proposed Final Adopted Budget now includes the following proposed adjustments to all departments made since the Board of Supervisors tentatively adopted the budget on May 17, 2022:

#### **General Fund**

- \$5.0 million increase to establish a reserve for future Affordable Housing projects within the General Fund. This is offset by eliminating the \$3.0 million Inflation, Fuel, and Security reserve, as well as, a \$2.0 million reduction in funding for the Facilities Management Renewal Fund.
- \$13.3 million increase for County-wide salary increases, including associated benefits. This is offset by a decrease in the reserve amount set-aside in the Recommended Budget for compensation increases of \$7.5 million and the remaining amount is offset by \$5.1 million in vacancy savings and \$0.7 million in other reductions to departmental budgets.

#### **General Fund Budget Reserve**

After making the adjustments above, the General Fund's Budget Reserve and the proposed final adopted expenditures remain unchanged as the Tentative Adopted Budget amounts of \$41,177,804 and \$679,892,827 respectively. The proposed final adopted Budget Reserve is equal to 6.2 percent of total General Fund revenues and operating transfers in.

#### **Special Revenue Funds, Enterprise Funds, and Internal Service Funds**

- \$6.4 million increase for County-wide salary adjustments, including associated benefits. This is offset by a decrease resulting from vacancy savings and other reductions to departmental budgets.

The Honorable Chair and Members, Pima County Board of Supervisors  
Re: **Fiscal Year 2022/23 Final Budget Adoption**  
Date: July 5, 2022  
Page 2

### Capital Projects Fund

- \$2.0 million increase within the Capital Projects Fund for an Open Space PAYGO project. This is offset by delaying \$1.25 million in the Kino South Beach Volleyball PAYGO project and \$0.75 million in the Canoa Ranch Campground Development PAYGO Project to future years.

### Recommendation

I recommend the Board of Supervisors adopt the proposed Final Fiscal Year 2022/23 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 Adopted Budget on May 17, 2022 and are reflected in the attached Arizona Auditor General prescribed schedules.

<b>FY 2022/23 Proposed Final Adopted Budget Amounts and Tax Rates</b>		
<b>Fiscal Year 2022/23</b>	<b>Budgeted Expenditures</b>	<b>Tax Rate</b>
Total County Budget	\$1,932,712,979	\$5.0652
<b>Primary Property Tax:</b>		
General Fund Primary	679,892,827	\$3.8764
<b>Secondary Property Taxes:</b>		
County Free Library District	46,600,637	\$0.5453
Regional Flood Control District	18,475,401	\$0.3235
Debt Service	99,266,568	\$0.3200
Stadium District	\$8,824,807	-

Sincerely,



Jan Leshner  
County Administrator

JKL/anc – June 24, 2022

Attachment

c:

Carmine DeBonis, Deputy County Administrator for Public Works  
Francisco García, MD, MPH, Deputy County Administrator & Chief Medical Officer,  
Health and Community Services  
Ellen Moulton, Director, Finance and Risk Management Department  
Andy Welch, Deputy Director, Finance and Risk Management  
Xavier Rendon, Budget Division Manager, Finance and Risk Management

**Note: On page two of this memorandum, Fiscal Year 2022/23 Final Budget Adoption, July 5, 2022, 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.**

## DEPARTMENT LISTING FOR FISCAL YEAR 2022/2023

### Department/Program

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#### **Analytics & Data Governance**

Analytics & Data Governance

#### **Assessor**

Administration

Assessor Statutory Mandates

#### **Attractions & Tourism**

Attractions & Tourism

#### **Behavioral Health**

Administration

Claims - Utilization Management

Correctional Health

Invest BH

Restoration to Competency

#### **Board of Supervisors**

Board of Supervisors

#### **Capital Program Office**

Capital Program Office

#### **Capital Projects**

Impact Fees

PW Capital Projects

#### **Clerk of the Board**

Administration Management

Management of Information & Records

#### **Clerk of the Superior Court**

Administration

Civil Services

Courtroom Services

Criminal Services

Financial Services

Information Technology

Juvenile Services

Probate Services

Records Retention

#### **Communications Office**

Communications Office

Graphic Services

#### **Community & Workforce Development**

Community Development

Community Services

Homeless Services

Innovations

Operations Group

Outside Agencies

Workforce Development Group

Youth Development Group

#### **Constables**

Constables

#### **County Administrator**

County Administrator

#### **County Attorney**

Administration

Civil Legal Services

Community Support

Criminal Prosecution

Law Enforcement Sub Agency ARF

Victim Services

#### **County Free Library**

Administration

Library-Community Services

Public Services

Support Services

#### **Development Services**

Permitting

Planning

Support

#### **Elections**

Elections

#### **Environmental Quality**

Administration

Air

Code Compliance

Communications & Outreach

Solid Waste Management

Tire Program Management

Water & Waste

## DEPARTMENT LISTING FOR FISCAL YEAR 2022/2023

### Department/Program

---

#### Facilities Management

- Administration
- Building Services
- Design & Construction Services
- Facilities Renewal
- FM Risk Management
- Parking Garages

#### Finance & Risk Management

- Administration
- Budget
- Debt Service
- Departmental Analysis
- Financial Control & Reporting
- Financial Management
- Financial Operations
- Financial Transactions
- Improvement Districts
- Internal Audit - Procedures and Training
- Revenue Management
- Risk Management

#### Finance Contingency

- Contingency
- FNC Grants Contingency

#### Finance Debt Service

- Debt Service

#### Finance General Government Revenue

- General Government Revenues

#### Finance Non Departmental

- Mandated Payments
- Non Departmental

#### Fleet Services

- Fleet Management Administration
- Fleet Parts Supply
- GPS Monitoring
- Maintenance & Operations
- Support Services
- Vehicle Acquisition & Disposition

#### Grants Management & Innovation

- Administration
- Development
- Finance
- Grants
- Research & Analysis

#### Health

- Clinical Services
- Community Health Assurance & Assessment
- Community Outreach, Prevention, Education
- Foundational Services

#### Human Resources

- Administration
- Compensation/Classification/Recruitment
- Employment Rights, FMLA, E-Verify & Training
- Health Benefits
- HR Risk Management
- Reports & Records
- Training & Development

#### Information Technology

- Computer Hardware Software
- Information Technology
- Telecommunications

#### Justice Court Ajo

- Justice Court Ajo
- Justice Court Ajo Time Pay Fees

#### Justice Court Green Valley

- Justice Court Green Valley

#### Justice Court Tucson

- Administration
- Court Operations
- Judicial Operations

#### Justice Services

- Justice Services
- Justice Services-Grants

#### Juvenile Court

- Administration
- Children & Family Services
- Court Support Services
- Detention Services
- Judicial Services
- Probation Services

#### Medical Examiner

- Medical Examiner

## DEPARTMENT LISTING FOR FISCAL YEAR 2022/2023

### Department/Program

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#### **Natural Resources, Parks & Recreation**

Departmental Services  
Natural Resource Parks  
Operations  
Planning  
Recreation

#### **Office of Emergency Management & Homeland Security**

Emergency Management & Homeland Security

#### **Office of Sustainability & Conservation**

Conservation Science  
Cultural Resources & Historic Preservation  
Multi-Species Conservation Plan Section 10  
Office of Sustainability & Conservation  
Sustainability Programs  
Water Policy Office

#### **Pima Animal Care**

Pima Animal Care  
Pima Animal Care Operations  
Pima Animal Care-Donations

#### **Procurement**

Administration  
Design & Construction  
Materials & Services

#### **Public Defense Services**

Legal Advocate  
Legal Defender  
Mental Health Defense  
Office of Children's Counsel  
Office of Court Appointed Counsel  
PDS-Grants  
Public Defender  
Public Defense Services  
Public Fiduciary

#### **Real Property Services**

Real Property Services Administration  
Real Property Services Tax Sales  
Real Property Services-Grants

#### **Recorder**

Administration  
Information Services  
Recorder Division  
Voter Registration

#### **Regional Flood Control District**

Canoa Ranch In-Lieu Fee  
Design and Construction  
Flood Control Support  
Flood Warning  
Hazard Mitigation  
Infrastructure Maintenance  
Regulatory

#### **Regional Wastewater Reclamation**

Administration  
Conveyance System  
Technical Services & Engineering  
Treatment Operations

#### **Rocking K South CFD**

Rocking K South CFD

#### **School Superintendent**

Accounting  
Administration  
Educational Services  
Pima Special Programs  
School Reserve Accommodation School

#### **Sheriff**

Administrative  
Corrections  
Forfeitures  
High Intensity Drug Trafficking Area - HIDTA  
Investigations  
Operations  
Support Services Division

#### **Stadium District-Kino Sports Complex**

Stadium District Operations

#### **Superior Court**

Adjudication  
Administration  
Adult Probation Court Services  
Adult Probation Field & Operations  
Conciliation Court  
Fill The Gap - Other Courts  
Information Services  
Law Library  
Pretrial Services  
Trial Services



## DEPARTMENT LISTING FOR FISCAL YEAR 2022/2023

### Department/Program

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#### **Transportation**

Transportation

Transportation Grants

#### **Treasurer**

Treasurer Operations

#### **Wireless Integrated Network**

Wireless Integrated Network

## PIMA COUNTY GOVERNMENT ADDRESSES & TELEPHONE NUMBERS

**NOTE:** Area Code is 520. 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	
Historic 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 & Ops Center		3434 E. 22nd Street, Tucson AZ 85713	
<b>General Government Services</b>			
Supervisor District 1	Rex Scott	33 N. Stone Avenue, 11th Fl	724-2738
Supervisor District 2	Dr. Matt Heinz	33 N. Stone Avenue, 11th Fl	724-2702
Supervisor District 3	Sharon Bronson	33 N. Stone Avenue, 11th Fl	724-8051
Supervisor District 4	Steve Christy	33 N. Stone Avenue, 11th Fl	724-8094
Supervisor District 5	Adelita Grijalva	33 N. Stone Avenue, 11th Fl	724-8126
Analytics & Data Governance	Scott Zufelt	33 N. Stone Avenue, 1st Fl	724-7115
Assessor	Suzanne Droubie	240 N. Stone Avenue, 3rd Fl	724-8172
Clerk of the Board	Melissa Manriquez	33 N. Stone Avenue, 1st Fl	724-8449
County Administrator	Jan Leshner	115 N. Church Avenue, Ste 231	724-8977
Elections	Constance Hargrove	6550 S. Country Club Road, Tucson AZ 85756	724-6868
Facilities Management	Lisa Josker	150 W. Congress St, 3rd Fl	724-3104
Finance & Risk Management	Ellen Moulton	97 E. Congress St	724-3126
Fleet Services	Ray Ochotorena	1291 S. Mission Road, Tucson AZ 85713	724-5920
Human Resources	Cathy Bohland	150 W. Congress St, 4th Fl	724-8672
Information Technology	Mark Hayes	33 N. Stone Ave, 14th Fl	724-7977
Office of Emergency Mgmt. & Homeland Security	Shane Clark	3434 E. 22nd Street, Ste A, Tucson AZ 85713	724-9315

## PIMA COUNTY GOVERNMENT ADDRESSES & TELEPHONE NUMBERS

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### General Government Services (con't)

Procurement	Terri Spencer	150 W. Congress St, 5th Fl	724-3722
Recorder	Gabriella Cazares-Kelly	240 N. Stone Ave, 1st Fl	724-4350
Treasurer	Beth Ford, CPA	240 N. Stone Ave, Lower Level	724-8341
Wireless Integrated Network (PCWIN)	Robert Meredith	3434 E. 22nd Street, Tucson AZ 85713	724-9322

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### Community Resources

Attractions & Tourism	Diane Frisch	115 N. Church Avenue, Ste 221	724-7353
Communications Office	Mark B. Evans	201 N. Stone Avenue, 2nd Fl	724-3334
Community & Workforce Development	Dan Sullivan	2797 E. Ajo Way, Tucson AZ 85713	724-7309
County Free Library	Amber Mathewson	101 N. Stone Avenue	594-5650
Grants Management & Innovation	Regina Kelly	97 E. Congress St, 1st Fl	724-2240
Kino Sports Complex/Stadium District	Maureen Ochoa	2500 E. Ajo Way, Tucson AZ 85713	222-1001
School Superintendent	Dustin Williams	200 N. Stone Avenue	724-8451

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### Health Services

Behavioral Health	Paula Perrera	3950 S. Country Club Rd, Ste 3240, Tucson AZ 85714	724-7923
Health	Dr. Theresa Cullen	3950 S. Country Club Rd, Ste 100, Tucson AZ 85714	724-7770
Medical Examiner	Dr. Gregory Hess	2825 E. District Street, Tucson AZ 85714	724-8600
Pima Animal Care Center	Monica Dangler	4000 N. Silverbell Road, Tucson AZ 85745	724-5960

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**PIMA COUNTY GOVERNMENT  
ADDRESSES & TELEPHONE NUMBERS**

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**Justice & Law**

Clerk of the Superior Court	Gary Harrison	110 W. Congress St, 1st Fl	724-4200
Constables	Michael Stevenson	240 N. Stone Avenue	724-5442
County Attorney	Laura Conover	32 N. Stone Ave, 14th Fl	724-5600
Justice Court Ajo	Judge John Peck	111 La Mina Avenue, Ajo AZ 85321	387-7684
Justice Court Green Valley	Judge Ray Carroll	601 N. La Canada Drive, Green Valley AZ 85614	222-0200
Justice Court Tucson	Adam Watters	240 N. Stone Avenue	724-3791
Justice Services	Kate Vesely	201 N. Stone Avenue, 2nd Fl	724-3062
Juvenile Court	Peter Hochuli	2225 E. Ajo Way, Tucson AZ 85713	724-2000
Public Defense Services	Dean Brault	33 N. Stone Ave, Ste 1800	724-5736
Sheriff	Chris Nanos	1750 E. Benson Highway, Tucson AZ 85714	351-4600
Superior Court	Kyle Bryson	110 W. Congress Street, 4th Fl	724-4200

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**Public Works**

Capital Program Office	Nancy Cole	201 N. Stone Ave, 2nd Fl	724-6312
Development Services	Carla Blackwell	201 N. Stone Ave, 1st Fl	724-9000
Environmental Quality	Barbara Escobar	33 N. Stone Ave, Ste 700	724-7454
Natural Resources, Parks & Recreation	Victor Pereira	3500 W. River Road, Tucson AZ 85741	724-5256
Office of Sustainability & Conservation	Linda Mayro	201 N. Stone Ave, 6th Fl	724-6451
Real Property Services	Jeff Teplitsky	201 N. Stone Ave, 6th Fl	724-6313
Regional Flood Control District	Suzanne Shields	201 N. Stone Ave, 9th Fl	724-4600
Regional Wastewater Reclamation	Jackson Jenkins	201 N. Stone Ave, 8th Fl	724-6549
Transportation	Kathryn Skinner	201 N. Stone Ave, 4th Fl	724-6880



# 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

<b>Subject: Budget Accountability</b>	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

<b><u>Subject:</u></b> Performance Audits of County Departments	<b>Policy Number</b>	<b>Page</b>
	D 22.3	1 of 3

## **Purpose**

To establish a countywide policy for the use of performance audits to facilitate and enhance the effectiveness and efficiency of County departments and programs.

## **Background**

Pursuant to law the Board of Supervisors must each year adopt a balanced budget for the operation of Pima County government that appropriates sufficient funding to "pay as you go". Correspondingly, elected and appointed officials and managers of the County cannot, pursuant to law, expend monies in excess of the amount appropriated by the Board. Notwithstanding this requirement, each fiscal year numerous County offices, departments and programs have historically overspent their budget or under realized budgeted revenues thereby creating substantial fiscal uncertainty and an inability for the Board to adequately meet its responsibility to plan for the budgetary needs of the County.

To constructively address this problem performance audits will be utilized pursuant to this policy to professionally and independently evaluate how funding is being used and managed to achieve program results and to recommend appropriate improvements to facilitate increased efficiency and effectiveness.

## **Policy**

### **A.     Definitions**

In this policy, unless the context otherwise requires:

1. "Audit objectives" means the specific issues to be addressed and results to be achieved by an audit.
2. "Audit scope" means the programs, activities and functions to be included in an audit.
3. "Economy and Efficiency Audit" means an audit that determines:
  - (a) Whether the department is acquiring, protecting and using its resources economically and efficiently,
  - (b) The causes of identified inefficiencies or uneconomical practices, and
  - (c) Whether the department has complied with applicable laws, regulations and policies relating to economy and efficiency.
4. "Management controls" means the plan of organization, methodology and procedures adopted by management to measure and report performance and ensure that operational and departmental goals are met.
5. "Net Fund Impact" or "NFI" means the calculation that quantifies the difference between revenues and expenditures for a department.



## PIMA COUNTY, ARIZONA BOARD OF SUPERVISORS POLICY

<b>Subject:</b> <b>Performance Audits of County Departments</b>	<b>Policy Number</b>	<b>Page</b>
	D 22.3	2 of 3

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 or 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.





## PIMA COUNTY, ARIZONA BOARD OF SUPERVISORS POLICY

<b><u>Subject:</u></b> <b>Performance Audits of County Departments</b>	<b>Policy Number</b>	<b>Page</b>
	D 22.3	3 of 3

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

<b><u>Subject:</u></b> Tax Reduction and Debt Retirement Fund	<b>Policy Number</b>	<b>Page</b>
	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

<b><u>Subject:</u></b> Periodic Review of Departmental Base Budgets	<b>Policy Number</b>	<b>Page</b>
	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: <b>Policy for Administering Grants</b>	Policy Number	Page
	D 22.6	1 of 2

## **Purpose**

The purpose of this policy is to establish uniform guidelines and responsibilities regarding the administration of grants within Pima County.

## **Background**

Grants are a critical source of revenue that supplement or fully fund many Pima County programs and projects that benefit the citizens of Pima County. Grants have aided the County in provision of a wide range of services, such as human services initiatives, law enforcement technology upgrades, road construction and health programs. Utilizing revenue from grants to fund authorized programs and operations benefits the public by reducing reliance on tax revenues. Efforts to identify, pursue and obtain grant funding is a priority for Pima County.

The acceptance and use of grant funding, however, obligates the County to undertake extra responsibilities, to commit valuable resources, and to comply with conditions or requirements beyond normal operations. Therefore, proper approvals and prudent monitoring for all grants are necessary to ensure that the County does not incur unnecessary obligations or become exposed to undue liabilities.

To mitigate these risks, standardized and centralized coordination and facilitation of grant administration is required. A standardized, centralized structure assures objective assessment and timely pursuit of grant funding opportunities consistent with Pima County's best interest, clear definition of roles and responsibilities throughout the full grant life cycle (funding opportunity, application, award, implementation, evaluation and close out), clear channels for communication, and implementation of protocols required to comply with applicable laws, rules, regulations and conditions that govern grants.

## **Policy**

It is the policy of the Pima County Board of Supervisors that the County will actively seek, apply for, and accept grants, when such grants serve the interests, purpose or mission of a County program or operation and when such grants do not obligate or expose the County to unacceptable conditions, requirements or liabilities.

Due to the nature and complexity of grant requirements and the risks associated with non-compliance to such requirements, Pima County shall implement a County wide, standardized, centralized oversight model for key components of grant administration. Standardized and centralized processes shall be implemented that ensure:

- Coordination of timely, effective pursuit of appropriate grant funding opportunities
- Board of Supervisor acceptance of grant awards, as required
- Implementation of comprehensive grant compliance and fiscal procedures

<b>Subject: Policy for Administering Grants</b>	<b>Policy Number</b>	<b>Page</b>
	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, 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.

**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, general obligation debt may be incurred up to 15 percent of the value. The legal debt margin projected as of June 30, 2023 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 \$256,980,000 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 no 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 2021/22, the secondary tax rate was \$0.4500 per \$100 of assessed valuation, and will be reduced to \$0.3200 per \$100 of assessed valuation for fiscal year 2022/23.

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 no longer than 15 years, and the secondary property tax rate required to pay off the general obligation bond debt service is 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, which cannot 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, 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 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	5.0%	11%
Fiscal Year 2001/02	3.8%	12%
Fiscal Year 2002/03	5.0%	12%
Fiscal Year 2003/04	-	12%
Fiscal Year 2004/05	4.0%	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 twelve percent as a result of the new issuance. Actual increases were eight percent and ten 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 ten 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 three percent for fiscal year 2015/16 and a proposed four 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.

Per Pima County Ordinance Nos. 2017-2 and 2017-12, user and connection fees increased three percent on May 19, 2017.

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 2022/23 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 or taxable agreements that fund capital improvement projects. The underlying project assets serve as collateral for investors. Pima County finances a variety of acquisitions and improvement projects using COPs including: the design and construction of the new office for the Medical Examiner; the construction of the San Xavier District

Substation for the Sheriff's Department; renovations and improvements to several downtown buildings and the Adult Detention Center; and the pavement preservation program.

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 General Fund, Stadium District, Transportation, Capital Projects etc.

**Pledged Revenue Obligations** A common form of debt financing, Pledged Revenue Obligations are secured and paid from a portion of the unrestricted Excise Revenues, State Shared Sales Tax Revenues, Vehicle License Tax Revenues and Payments in Lieu of Taxes. Taxable Pledged Revenue Obligations were issued to address the unfunded pension liability within the Public Safety and Corrections Officer Pension Plans.

The Adopted Budget further provides for an additional issue of \$40,000,000 in Sewer Revenue Obligations for required improvements to the County's wastewater reclamation system in fiscal year 2022/23.

**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 and a maximum 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 and a maximum 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 which has been paid off.

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 assessed their portion of the debt over a period of years. Pima County generally issues these loans for no more than a ten-year period. There is currently no improvement district debt outstanding.



Community Facilities Districts The Board of Supervisors formed the Rocking K Community Facilities District and the Wildflower Community Facilities District to finance public infrastructure within each district that will be conveyed to the County. The voters within the Rocking K District authorized a tax levy on the secondary valuation of their real and personal property to pay for up to \$46,500,000 in General Obligation bonds to finance the public infrastructure. To date the Rocking K Community Facilities District has issued \$138,000 in bonds. The voters within the Wildflower District authorized a tax levy on the secondary valuation of their real and personal property to pay for up to \$40,000,000 in General Obligation bonds to finance the public infrastructure. To date the Wildflower Community Facilities District has not issued bonds.

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. Currently there are no WIFA loans outstanding.

**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). Currently there are no outstanding notes payable to landowners.

## 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.**

#### **3.06.010 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.

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.
1. 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 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 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 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 arbitrage 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 funds.

(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
2023	28,810,000	3,561,282	32,371,282
2024	20,215,000	2,448,181	22,663,181
2025	13,630,000	1,692,981	15,322,981
2026	14,160,000	1,164,281	15,324,281
2027	9,910,000	609,419	10,519,419
2028	5,905,000	255,568	6,160,568
2029	985,000	29,550	1,014,550
<b>TOTALS</b>	<b>\$93,615,000</b>	<b>\$9,761,263</b>	<b>\$103,376,263</b>

#### Legal Debt Margin

Under the Arizona Constitution, general obligation debt may not exceed six percent of the value of the County's taxable property as of the latest assessment. However, with voter approval, debt may be incurred up to 15 percent of the value of taxable property. All Pima County general obligation debt obtained 15 percent margin voter approval. Legal debt margin projected at June 30, 2023 is as follows:

15% Limitation	
Full Cash Net Assessed Valuation	11,355,659,050
Debt Limit	1,703,348,858
General Obligation Bonds Outstanding	(93,615,000)
Assets Available for Principal	991,250
Debt Applicable to Limit	(92,623,750)
Legal Debt Margin	1,610,725,108

Legal Debt Margin Percentage:

General Obligation Bonds Outstanding	\$ 93,615,000 = 0.82%
Secondary Net Assessed Valuation	\$ 11,355,659,050

**LONG TERM DEBT**  
**Transportation Bonds**

**Payment Source**

Payments for principal and interest on transportation bonds are made from Highway User Revenue Funds.

**Debt Service Requirements**

The debt service requirements on transportation bonds are summarized as follows:

	<b>PRINCIPAL</b>	<b>INTEREST</b>	<b>TOTAL</b>
2023	9,025,000	2,265,607	11,290,607
2024	9,280,000	2,012,206	11,292,206
2025	6,505,000	1,741,732	8,246,732
2026	6,730,000	1,515,580	8,245,580
2027	6,955,000	1,292,819	8,247,819
2028	5,580,000	1,062,056	6,642,056
2029	4,265,000	869,450	5,134,450
2030	4,410,000	720,500	5,130,500
2031	4,565,000	566,000	5,131,000
2032	4,730,000	405,500	5,135,500
2033	4,895,000	238,550	5,133,550
2034	1,615,000	65,200	1,680,200
2035	1,645,000	32,900	1,677,900
<b>TOTALS</b>	<b>\$70,200,000</b>	<b>\$12,788,100</b>	<b>\$82,988,100</b>

**Legal Debt Margin**

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

	<b>PRIOR FISCAL YEAR HURF REVENUE</b>	<b>HIGHEST FUTURE DEBT SERVICE PAYMENT</b>
Series 2016	\$56,005,745	\$18,699,655
Series 2017	\$59,442,500	\$19,337,207
Series 2018	\$59,442,500	\$18,585,973
Series 2019	\$61,552,200	\$18,174,156
Series 2020	\$64,811,988	\$16,684,223

## LONG TERM DEBT

### Certificates of Participation

#### Payment Source

Payments for principal and interest on certificates of participation are made from funds transferred from the General Fund, Parking Garages, Stadium District, Transportation and Capital Projects.

#### Debt Service Requirements

The debt service requirements on certificates of participation are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2023	37,885,000	5,013,977	42,898,977
2024	27,615,000	4,228,010	31,843,010
2025	28,175,000	3,667,056	31,842,056
2026	28,770,000	3,063,954	31,833,954
2027	19,055,000	2,487,227	21,542,227
2028	9,260,000	1,996,571	11,256,571
2029	9,710,000	1,537,689	11,247,689
2030	5,065,000	1,182,666	6,247,666
2031	5,310,000	936,324	6,246,324
2032	4,235,000	703,875	4,938,875
2033	4,450,000	486,750	4,936,750
2034	4,675,000	258,625	4,933,625
2035	1,380,000	107,250	1,487,250
2036	1,455,000	36,375	1,491,375
<b>TOTALS</b>	<b>\$187,040,000</b>	<b>\$25,706,349</b>	<b>\$212,746,349</b>

## LONG TERM DEBT

### Pledged Revenue Obligations

#### Payment Source

Payments for principal and interest on pledged revenue obligations are made from a portion of the General Fund excise revenues, state shared sales tax revenues, vehicle license tax revenues and payments in lieu of taxes.

#### Debt Service Requirements

The debt service requirements on pledged revenue obligations are summarized as follows:

	PRINCIPAL	INTEREST	TOTAL
2023	6,000,000	5,103,780	11,103,780
2024	20,870,000	5,087,640	25,957,640
2025	22,540,000	4,979,116	27,519,116
2026	23,190,000	4,776,256	27,966,256
2027	24,065,000	4,514,209	28,579,209
2028	24,340,000	4,172,968	28,512,968
2029	24,040,000	3,786,448	27,826,448
2030	23,585,000	3,362,382	26,947,382
2031	23,260,000	2,906,249	26,166,249
2032	22,650,000	2,433,140	25,083,140
2033	21,690,000	1,936,200	23,626,200
2034	20,900,000	1,445,138	22,345,138
2035	19,860,000	957,332	20,817,332
2036	19,010,000	477,912	19,487,912
<b>TOTALS</b>	<b>\$296,000,000</b>	<b>\$45,938,770</b>	<b>\$341,938,770</b>

#### Summary of Debt Service Fund Expenditures

##### Long Term Debt:

General Obligation Bonds (GOB)	\$32,371,282
Transportation Revenue Bonds	11,290,607
Certificates of Participation*	43,798,978
Pledged Revenue Obligations	11,103,780
<b>Total Long Term Debt</b>	<b>\$98,564,647</b>
<b>Fiscal and Other Charges*</b>	<b>701,920</b>
<b>Total Budgeted Debt Service Expenditures</b>	<b>\$99,266,567</b>

\*The budget includes planned issues in 2022/2023 for Certificates of Participation and for Fiscal and Other Charges.

## 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
2023	65,565,000	17,611,572	83,176,572
2024	58,685,000	14,578,846	73,263,846
2025	67,915,000	11,894,254	79,809,254
2026	55,475,000	8,752,594	64,227,594
2027	40,275,000	6,237,179	46,512,179
2028	27,095,000	4,486,195	31,581,195
2029	23,295,000	3,398,567	26,693,567
2030	24,190,000	2,505,594	26,695,594
2031	25,125,000	1,572,414	26,697,414
2032	6,315,000	597,250	6,912,250
2033	5,630,000	281,500	5,911,500
<b>TOTALS</b>	<b>\$399,565,000</b>	<b>\$71,915,965</b>	<b>\$471,480,965</b>

#### Legal Debt Margin

There is no legal debt margin for sewer revenue obligations.

## VALUATION OF PROPERTY FOR TAXING PURPOSES IN ARIZONA

The largest revenue source for Pima County is property taxes. Property taxes are 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*<sup>1</sup> 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 values of railroads, mines, utilities, and some types of personal property are determined 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*<sup>2</sup> each year for most real property is at most 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*<sup>3</sup> are defined by the Arizona Legislature. They are assigned to a property in accordance with its use. There are nine basic classes of property, with each class having its own *assessment ratio*. The same *assessment ratio* is applied to the *full cash value* and *limited value* to determine a property’s *assessed value*, both *full cash*<sup>4</sup> and *limited*<sup>5</sup>.

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 for minimal services provided to the property.

For FY 2022/23, the *taxable net assessed value* for the County’s *primary property tax* and *secondary property tax* is 4.50% greater than last year’s *taxable net assessed value*.

### Endnotes

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<sup>1</sup> See Full Cash Value By Class: 2018-2022.

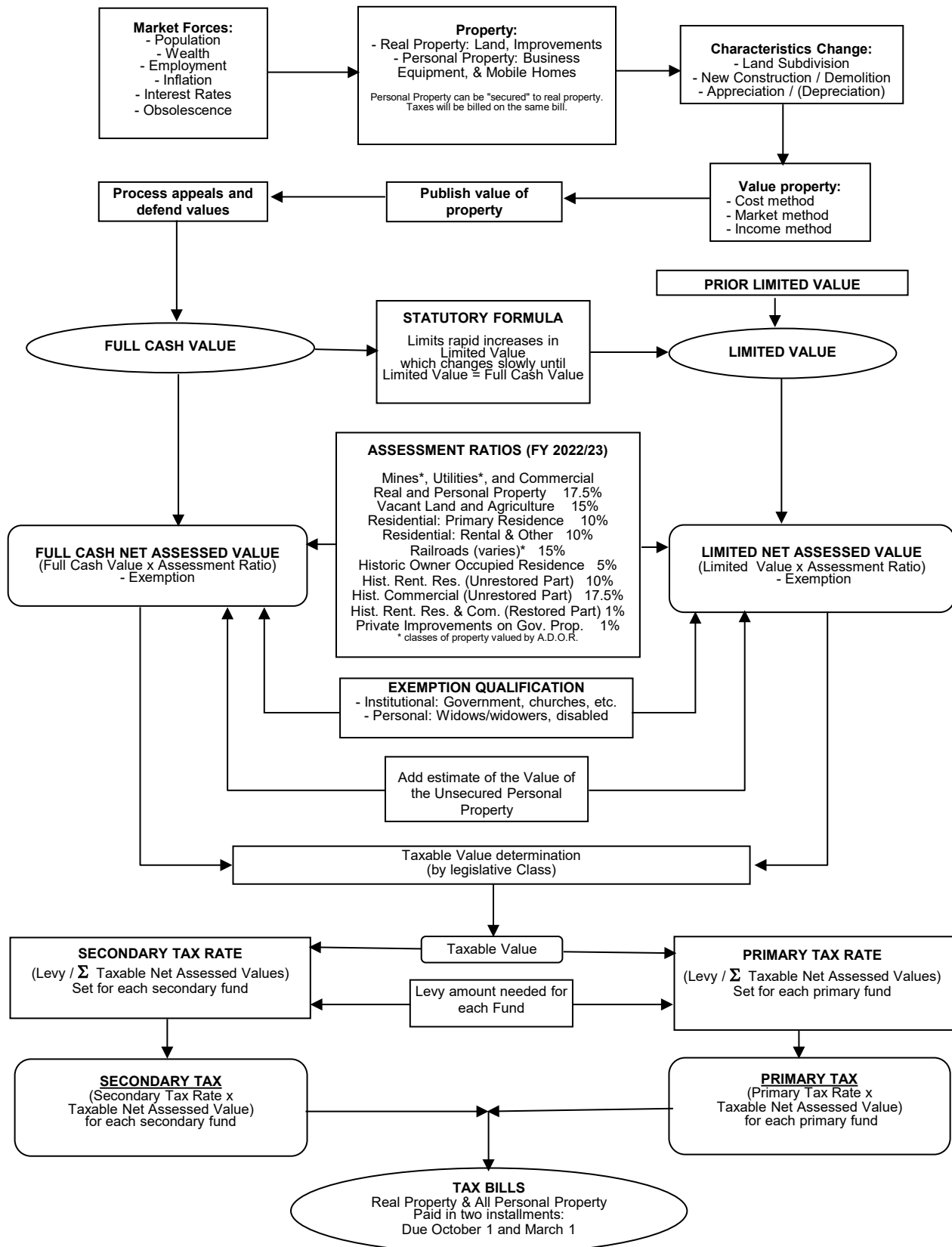
<sup>2</sup> See Limited Value By Class: 2018-2022.

<sup>3</sup> See Assessment Ratios By Class: 2018-2022.

<sup>4</sup> See Full Cash Net Assessed Value By Class: 2018-2022.

<sup>5</sup> See Full Cash Net Assessed Value By Class: 2018-2022.

# COMPONENTS OF ARIZONA'S PROPERTY TAX SYSTEM





**FULL CASH VALUE BY CLASS FOR TAX YEARS 2018-2022**

<b>Legislative Class</b>	<b>2018</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>		<b>2022</b>	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
1. Commercial	\$15,872,245,967	17.83%	\$16,835,865,928	17.66%	\$17,519,430,447	17.34%	\$18,711,542,920	17.59%	\$19,700,455,238	17.59%
2. Vacant Land / Agricultural	10,537,653,559	11.84%	10,587,440,993	11.11%	10,740,914,999	10.63%	10,853,373,673	10.20%	10,988,118,236	9.81%
3. Residential Owner Occupied	42,851,416,636	48.13%	47,117,970,438	49.45%	49,537,146,523	49.04%	51,468,313,739	48.36%	54,118,272,907	48.32%
4. Residential Other	18,644,868,073	20.94%	19,477,106,732	20.44%	21,908,719,697	21.69%	23,971,993,468	22.52%	25,628,599,524	22.89%
5. Railroads	108,091,635	0.12%	98,113,827	0.10%	93,138,383	0.09%	111,826,485	0.11%	121,462,163	0.11%
6. Historic Owner Occupied / Foreign Trade Zones / Environmental Tech.	990,815,500	1.11%	1,160,178,836	1.22%	1,200,108,648	1.19%	1,271,875,671	1.20%	1,414,002,740	1.26%
7. Historic Commercial	7,542,381	0.01%	2,670,600	0.00%	2,868,912	0.01%	2,880,601	0.01%	2,802,140	0.01%
8. Historic Residential Other	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9. Improvements on Government Property	14,573,927	0.02%	14,348,533	0.02%	14,031,393	0.01%	14,118,691	0.01%	14,610,219	0.01%
Total Valuation	\$89,027,207,678		\$95,293,695,887		\$101,016,359,002		\$106,405,925,248		\$111,988,323,167	
Change From Previous Year	5.02%		7.04%		6.01%		5.34%		5.25%	

Source: Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class" as of February of each year.

**LIMITED VALUE BY CLASS FOR TAX YEARS 2018-2022**

<b>Legislative Class</b>	<b>2018</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>		<b>2022</b>	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
1. Commercial	\$14,789,816,352	17.88%	\$15,501,838,430	17.93%	\$15,895,372,213	17.53%	\$17,056,567,940	17.84%	\$18,015,563,163	17.97%
2. Vacant Land / Agricultural	9,919,917,360	11.99%	9,705,293,219	11.23%	9,780,739,976	10.79%	9,830,659,914	10.28%	10,008,823,738	9.98%
3. Residential Owner Occupied	40,806,833,283	49.31%	43,462,068,984	50.28%	45,182,473,416	49.85%	47,414,454,028	49.60%	49,705,453,952	49.57%
4. Residential Other	16,193,619,268	19.57%	16,692,072,178	19.31%	18,687,891,480	20.61%	20,084,247,546	21.01%	21,227,246,509	21.17%
5. Railroads	90,460,825	0.11%	80,175,224	0.09%	74,422,170	0.08%	87,226,126	0.09%	93,663,476	0.09%
6. Historic Owner Occupied / Foreign Trade Zones / Environmental Tech.	925,328,260	1.12%	984,613,835	1.14%	1,019,673,687	1.12%	1,096,432,460	1.15%	1,190,388,058	1.19%
7. Historic Commercial	5,781,846	0.01%	1,915,525	0.00%	2,008,731	0.00%	2,108,319	0.01%	2,213,362	0.01%
8. Historic Residential Other	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9. Improvements on Government Property	13,626,467	0.02%	13,679,603	0.02%	13,571,963	0.02%	13,966,255	0.02%	14,443,772	0.02%
Total Valuation	\$82,745,383,661		\$86,441,656,998		\$90,656,153,636		\$95,585,662,588		\$100,257,796,030	
Change From Previous Year	2.84%		4.47%		4.88%		5.44%		4.89%	

Source: Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class" as of February of each year.

Note: Values from Pima County Abstracts have been adjusted to the Net Assessed Values appearing in the Assessor's Levy Limit Calculation Worksheets.

### ASSESSMENT RATIOS BY CLASS FOR TAX YEARS 2018-2022

Legislative Class	2018	2019	2020	2021	2022
1. Commercial	18.00%	18.00%	18.00%	18.00%	17.50%
2. Vacant Land / Agricultural	15.00%	15.00%	15.00%	15.00%	15.00%
3. Residential Owner Occupied	10.00%	10.00%	10.00%	10.00%	10.00%
4. Residential Other	10.00%	10.00%	10.00%	10.00%	10.00%
5. Railroads	14.00%	15.00%	15.00%	15.00%	15.00%
6. Historic Owner Occupied / Foreign Trade Zones / Environmental Tech.	5.00%	5.00%	5.00%	5.00%	5.00%
7. Historic Commercial*	1.00%	1.00%	1.00%	1.00%	1.00%
8. Historic Residential Other*	1.00%	1.00%	1.00%	1.00%	1.00%
9. Improvements on Government Property	1.00%	1.00%	1.00%	1.00%	1.00%
Weighted Average Assessment Ratio for Full Cash Value	11.97%	11.91%	11.86%	11.86%	11.75%
Weighted Average Assessment Ratio for Limited Value	11.98%	11.94%	11.89%	11.89%	11.79%

\*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 2018-2022**

<b>Legislative Class</b>	<b>2018</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>		<b>2022</b>	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
1. Commercial	\$2,518,779,974	27.89%	\$2,623,184,844	27.19%	\$2,726,470,562	26.66%	\$2,922,408,175	26.97%	\$3,006,366,050	26.47%
2. Vacant Land / Agricultural	367,444,848	4.07%	363,499,399	3.77%	365,345,375	3.57%	382,147,705	3.53%	380,901,769	3.35%
3. Residential Owner Occupied	4,251,214,155	47.08%	4,678,180,811	48.50%	4,920,372,999	48.11%	5,114,206,860	47.19%	5,378,040,589	47.36%
4. Residential Other	1,826,832,921	20.23%	1,907,985,477	19.78%	2,139,893,546	20.93%	2,336,863,609	21.57%	2,501,233,798	22.03%
5. Railroads	15,132,836	0.17%	14,717,074	0.15%	13,970,758	0.14%	16,773,975	0.15%	18,219,325	0.16%
6. Historic Owner Occupied / Foreign Trade Zones / Environmental Tech.	49,260,449	0.54%	57,672,854	0.60%	59,685,006	0.58%	63,283,403	0.58%	70,378,923	0.62%
7. Historic Commercial	1,357,629	0.02%	480,708	0.01%	516,404	0.01%	518,508	0.01%	374,873	0.01%
8. Historic Residential Other	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9. Improvements on Government Property	145,742	0.00%	143,487	0.00%	140,315	0.00%	141,185	0.00%	143,723	0.00%
Total Valuation	\$9,030,168,554		\$9,645,864,654		\$10,226,394,965		\$10,836,343,420		\$11,355,659,050	
Change From Previous Year	6.13%		6.82%		6.02%		5.96%		4.79%	

Source: Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class" as of February of each year.

**LIMITED NET ASSESSED VALUE BY CLASS FOR TAX YEARS 2018-2022**

<b>Legislative Class</b>	<b>2018</b>		<b>2019</b>		<b>2020</b>		<b>2021</b>		<b>2022</b>	
	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total	Amount	% of Total
1. Commercial	\$2,316,226,502	27.80%	\$2,408,207,481	27.59%	\$2,462,342,276	26.94%	\$2,650,189,120	27.33%	\$2,737,633,691	27.02%
2. Vacant Land / Agricultural	323,277,789	3.87%	311,735,199	3.57%	304,548,264	3.33%	309,970,634	3.20%	312,904,937	3.09%
3. Residential Owner Occupied	4,047,102,692	48.56%	4,313,021,475	49.40%	4,485,451,601	49.07%	4,709,284,478	48.57%	4,937,193,896	48.72%
4. Residential Other	1,587,450,901	19.04%	1,635,583,019	18.74%	1,825,742,374	19.98%	1,958,574,297	20.20%	2,071,190,803	20.44%
5. Railroads	12,664,519	0.15%	12,026,284	0.14%	11,163,329	0.12%	13,083,921	0.13%	14,049,526	0.14%
6. Historic Owner Occupied / Foreign Trade Zones / Environmental Tech.	45,993,504	0.55%	48,909,872	0.56%	50,680,761	0.56%	54,528,746	0.56%	59,210,213	0.58%
7. Historic Commercial	1,040,732	0.01%	344,795	0.00%	361,572	0.00%	379,497	0.01%	298,767	0.01%
8. Historic Residential Other	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
9. Improvements on Government Property	136,267	0.01%	136,798	0.00%	135,721	0.00%	139,661	0.00%	142,615	0.00%
Total Valuation	\$8,333,892,906		\$8,729,964,923		\$9,140,425,898		\$9,696,150,354		\$10,132,624,448	
Change From Previous Year	3.21%		4.75%		4.70%		6.08%		4.50%	

Source: Pima County Clerk of the Board of Supervisors "Abstract of Values by Legislative Class" as of February of each year.

Note: Values from Pima County Abstracts have been adjusted to the Net Assessed Values appearing in the Assessor's Levy Limit Calculation Worksheets.

## PROPERTY TAX LEVIES AND COLLECTIONS - 10 YEAR HISTORY

(in thousands)

Fiscal Year	Original Real Property Tax Levy	Tax Roll Corrections	Adjusted Levy	Collected through June 30th End of Tax Fiscal Year <sup>(1)</sup>		Collected through June 30, 2021 <sup>(1)</sup>	
				Amount	Percent of Original Levy	Amount	Percent of Adjusted Levy
2011-12	383,709		383,709	369,100	96.2%	382,141	99.6%
2012-13	370,922		370,922	357,556	96.4%	369,401	99.6%
2013-14	368,313		368,313	355,338	96.5%	366,797	99.6%
2014-15	411,484		411,484	397,670	96.6%	410,213	99.7%
2015-16	433,549		433,549	418,716	96.6%	432,361	99.7%
2016-17	440,894		440,894	430,628	97.7%	439,481	99.7%
2017-18	464,383		464,383	453,822	97.7%	463,265	99.8%
2018-19	450,951		450,951	441,154	97.8%	444,508	98.6%
2019-20	469,537		469,537	458,509	97.7%	458,509	97.7%
2020-21	473,294		473,294	462,317	97.7%	462,317	97.7%

Source: Pima County Annual Comprehensive Financial Report (ACFR), Fiscal Year Ending June 30, 2021, Exhibit D - 8.<sup>(1)</sup> 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<sup>(1)</sup>**  
**(Per \$100 Net Assessed Value)**

<b>Fiscal Year</b>	<b>Pima County<sup>(2)</sup></b>	<b>Regional Flood Control District<sup>(3)</sup></b>	<b>County Free Library</b>	<b>State of Arizona</b>	<b>State Education Assistance</b>	<b>Junior College District</b>	<b>City of Tucson</b>	<b>City of South Tucson</b>	<b>Central AZ Water Conservation District<sup>(4)</sup></b>
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
2017/18	5.2055	0.3135	0.5053	0.0000	0.4875	1.3890	1.4342	0.2487	0.1400
2018/19	4.8037	0.3335	0.5153	0.0000	0.4741	1.3983	1.4819	0.2512	0.1400
2019/20	4.7326	0.3335	0.5353	0.0000	0.4566	1.3758	1.3810	0.2434	0.1400
2020/21	4.4836	0.3335	0.5353	0.0000	0.4426	1.3359	1.3573	0.2527	0.1400
2021/22	4.3658	0.3335	0.5353	0.0000	0.4263	1.2733	1.3123	0.2370	0.1400
2022/23	4.2348	0.3235	0.5453	0.0000	0.0000	1.2878	1.4292	0.2338	0.1400

<sup>(1)</sup> Some rates apply to limited areas or base measures.

<sup>(2)</sup> Pima County property tax includes a Transportation Property Road Tax of \$0.2500 in FY 2017/18.

<sup>(3)</sup> The Regional Flood Control District property tax applies to real property and not personal property.

<sup>(4)</sup> Under the Central Arizona Water Conservation District is a Ground Water Replenishment District with a per Acre Foot Water Use Fee of \$548 in fiscal year 2013/14, \$615 in 2014/15, \$685 in 2015/16, \$706 in 2016/17, \$758 in 2017/18, \$717 in 2018/19, \$738 in 2019/20, \$746 in 2020/21, \$789 in 2021/22 and \$785 in 2022/23. The District also levied an Annual Membership Dues Fee of \$8.38 per lot in fiscal year 2013/14, \$9.87 per lot in 2014/15, \$13.21 per lot in 2015/16, \$16.89 per lot in 2016/17, \$23.58 per lot in 2017/18, \$24.54 per lot in 2018/19, 31.04 per lot in 2019/20, \$29.24 per lot in 2020/21, \$29.07 per lot in 2021/22 and \$35.73 per lot in 2022/23.

**PIMA COUNTY POPULATION  
CITIES & TOWNS AND  
UNINCORPORATED AREAS: 2000 - 2021**

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	954,095	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%
2016	651,449	0.48%	361,654	0.17%	1,013,103	0.37%
2017	662,242	1.66%	363,857	0.61%	1,026,099	1.28%
2018	672,154	1.50%	362,047	-0.50%	1,034,201	0.79%
2019	678,956	1.01%	365,719	1.01%	1,044,675	1.01%
2020	681,980	0.45%	363,609	-0.58%	1,045,589	0.09%
2021	689,648	1.12%	368,670	1.39%	1,058,318	1.22%

Note: Population estimates as of July 1 for the indicated year; 2020 revised after census complete.

Source: Arizona Office of Economic Opportunity.



**POPULATION ESTIMATES & PROJECTIONS  
PIMA COUNTY COMPARED WITH  
ARIZONA, MARICOPA COUNTY AND OTHER COUNTIES  
FOR YEARS 2005 - 2021, 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	23.75%
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	24.78%
2010	6,401,569	981,168	15.33%	3,824,058	59.74%	1,596,343	24.93%
2011	6,438,178	986,081	15.32%	3,843,370	59.70%	1,608,727	24.98%
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%
2016	6,835,518	1,013,103	14.82%	4,137,076	60.52%	1,685,339	24.66%
2017	6,965,897	1,026,099	14.73%	4,221,684	60.61%	1,718,114	24.66%
2018	7,076,199	1,034,201	14.62%	4,294,460	60.69%	1,747,538	24.69%
2019	7,189,020	1,044,675	14.53%	4,367,835	60.76%	1,776,510	24.71%
2020	7,176,401	1,045,589	14.57%	4,436,704	61.82%	1,694,108	23.61%
2021	7,285,370	1,058,318	14.53%	4,507,419	61.87%	1,719,633	23.60%
2030	8,284,900	1,129,200	13.63%	5,107,700	61.65%	2,048,000	24.72%
2040	9,247,200	1,195,100	12.92%	5,712,000	61.77%	2,340,100	25.31%
2050	10,096,200	1,249,600	12.38%	6,196,000	61.37%	2,650,600	26.25%

Note: Population estimates as of July 1 for the indicated year; 2020 revised after census complete.

Source for July 1, 2005 to July 1, 2021 population estimates: Arizona Office of Economic Opportunity.

Source for July 1, 2030 to July 1, 2050 population projections: *Arizona State and County Population Projections: 2018-2055, Medium Series*, Arizona Office of Economic Opportunity.

**PIMA COUNTY**  
**POPULATION & EMPLOYMENT: 10-YEAR HISTORY**

<b>Year</b>	<b>Population as of July 1</b>	<b>Total Employment</b>	<b>Unemployment Rate</b>	<b>Mining &amp; Logging</b>	<b>Construction</b>	<b>Manufacturing</b>	<b>Private Service Providers</b>	<b>Government</b>
2012	990,380	432,392	7.4%	2,100	14,400	24,400	241,200	77,600
2013	996,046	430,789	6.8%	2,300	15,400	24,200	244,200	77,200
2014	1,007,162	437,713	6.0%	2,300	14,800	23,600	247,500	77,000
2015	1,009,371	442,099	5.5%	2,300	14,600	23,700	250,300	76,300
2016	1,013,103	447,695	5.0%	1,600	15,000	24,600	254,200	76,700
2017	1,026,099	443,046	4.6%	1,700	15,900	25,500	257,100	77,000
2018	1,034,201	449,984	4.4%	1,900	16,900	26,600	259,800	77,200
2019	1,044,675	460,572	4.5%	1,900	18,000	27,900	264,200	79,000
2020	1,045,589	443,416	7.5%	1,800	17,900	27,300	250,800	75,800
2021	1,058,318	457,095	5.0%	1,800	18,000	27,500	258,000	74,100

Sources: Calendar year employment and unemployment rate information from U.S. Department of Labor, Bureau of Labor Statistics.  
Population estimates from Arizona Office of Economic Opportunity.  
Data may be revised after initial publication from Bureau of Labor Statistics. 2020 population estimate revised after census complete.