

## **BOARD OF SUPERVISORS' BUDGET HEARING MINUTES**

The Pima County Board of Supervisors met at their regular meeting place in the Pima County Administration Building (Hearing Room), 130 West Congress Street, Tucson, Arizona, at 9:00 a.m. on Tuesday, May 10, 2022. Upon roll call, those present and absent were as follows:

Present: Sharon Bronson, Chair  
Adelita S. Grijalva, Vice Chair  
Rex Scott, Member  
\*Dr. Matt Heinz, Member  
Steve Christy, Member

Also Present: Jan Leshar, County Administrator  
Bobby Yu, Deputy County Attorney  
Melissa Manriquez, Clerk of the Board  
Juan Carlos Navarro, Sergeant at Arms

\*Supervisor Heinz joined the meeting at 9:43 a.m., and participated remotely.

### **1. PLEDGE OF ALLEGIANCE**

All present joined in the Pledge of Allegiance.

### **2. LAND ACKNOWLEDGEMENT STATEMENT**

The Land Acknowledgement Statement was delivered by Supervisor Grijalva.

### **3. POINT OF PERSONAL PRIVILEGE**

Supervisor Grijalva acknowledged both, American Mother's Day and Mexican Mother's Day.

### **4. COUNTY ADMINISTRATOR - Introduction**

Jan Leshar, County Administrator, stated that the presented \$1,937,895,362.00 budget was an 8.4% decrease from the Fiscal Year (FY) 2021/2022 budget. She explained that the primary tax rate would not change, but as a result of increased net valuation, there would be a 4.5% increase in primary tax dollars. She noted that it was a portion of these funds, along with a portion of the decreased debt, which allowed the County to fund the PAYGO policy, in turn, funding road maintenance, repair, and construction, and addressing critical infrastructure needs over the last four years. She stated that the proposed budget included an increase of 252 Full-Time-Equivalents (FTEs).

5. **COUNTY BUDGET**

County Budget Fiscal Year 2022/2023

6. **DEPARTMENT BUDGET PRESENTATIONS**

- **Constables**

Michael Stevenson, Presiding Constable, reviewed the functions of the Constables Office and detailed the workload and revenue increases anticipated in FY2022/2023. He explained the various causes of decreased revenue in FY2021/2022, including the moratorium on evictions and the increased number of waivers issued. He indicated that the department continued to explore funding through the Constable Ethics, Standards and Training Board. He spoke about growing partnerships with the Courts, Community and Workforce Development, and Emergency Eviction Legal Services. He reported that the transition to the new case management system had been completed, with assistance from the Sheriff's Department, Information Technology, and Finance and Risk Management.

- **Clerk of the Superior Court**

Gary Harrison, Clerk of the Superior Court, stated that the FY2022/2023 budget request was for \$12.3 million, 94% of which was for personnel and 6% for operations. He credited the salary adjustment for the increased ability to fill vacant positions and indicated that County Administration's salary study was necessary to elevate the County to a competitive salary level. He explained that the department would transition to 100% e-filing by the end of FY2022/2023, requiring retraining of employees into more of an analyst role.

Supervisor Scott inquired about the nearly \$1 million decrease in revenue forecasted in the proposed budget.

Casimiro Hernandez, Finance Director, Clerk of the Superior Court, explained that a change was made in how a particular grant was recorded in the budget. He stated that the department retained the grant and that the decrease in revenue was not as short as it appeared.

Supervisor Scott asked why there were no recruitment efforts to fill the department's open positions.

Mr. Harrison explained that the department was recruiting, but interest was lower than in the past. He stated that it was not possible to hire for all the positions at one time, but they were all under recruitment.

- **Sheriff**

Chris Nanos, Pima County Sheriff, stated that all officers in the field were outfitted with body-worn cameras and the department began to issue them to officers in the corrections facility. He explained that substations were built or relocated, district lines redrawn and staff reallocated in an effort to manage staff shortages. He noted that he originally asked for 67 additional deputies, 27 support staff and a 5% across-the-board salary increase, but since making the request, inflation rates greatly increased. He lamented that there was not sufficient staff to perform proactive community policing. He stated that he was willing to work with County Administration to see the Sheriff's Department manned and paid appropriately.

Supervisor Christy inquired about the recipients of the requested pay increases.

Sheriff Nanos answered that the original request was for across-the-board salary increases in the Sheriff's Department and expanded the request to include every County employee. He asked the Board to invest in the County's human capital.

Supervisor Scott noted that, according to the data in the recommended budget, the Sheriff's Department had 199 vacant positions, only 53 of which were under recruitment. He questioned why Sheriff Nanos was asking for an additional 94 FTEs in his supplemental request.

Sheriff Nanos stated that there were 114 corrections officer vacancies and 27 deputy vacancies. He explained that word of mouth was the best recruitment method, but employee morale was down, partially due to working conditions and pay.

Jan Leshar, County Administrator, explained that recruitment data was extracted from the County's NeoGov system and provided by the Human Resources Department.

Sheriff Nanos stated that the Sheriff's Department provided additional recruiting by attending job fairs, placing radio ads and posting openings on its website.

Supervisor Scott asked if department heads had the capacity to move FTEs from one Position Control Number (PCN) to another to hire for areas with a greater need.

Sheriff Nanos responded that he always conferred with the County Administrator before moving positions.

Ms. Leshar stated that there was a process by which department heads or elected officials could request reallocation or movement of positions, with approval by their Deputy County Administrator and Department Director.

Supervisor Scott questioned why the FTE needs in the Sheriff's supplemental request were not included in the recommended budget.

Ms. Leshar explained that additional PCNs could not be accommodated, as a result of the department's high vacancy rate and countywide needs.

Sheriff Nanos indicated that the requested positions would increase the department to previous levels and allow for school resource officers, mental health unit teams, rural squads, etc.

Supervisor Scott requested a follow-up report detailing how the department could make use of both existing vacancies and the needs cited by the Sheriff.

Supervisor Grijalva asked that the report include a list of additional grants that would benefit the Sheriff's Department.

- **Superior Court**

Jeffrey Bergin, Presiding Judge, Superior Court, reported that the regular General Fund requested budget was \$40,446,610.00 plus \$1,938,492.00 for the mandated General Fund. He indicated that it was a \$3.2 million increase over the FY2021/2022 budget. He explained that the increase included the transfer of 10 Information Technology positions from the Consolidated Justice Court, the return of 4 positions that were previously unfunded by the County, the addition of 9 new IT Customer Service positions and the addition of 8 court security officer positions.

Judge Bergin outlined the functions and services of Superior Court and noted that it was one of the few courthouses that never closed its doors during the pandemic. He reviewed the programs focused on improving justice services, including an online parenting course, two conferences on decriminalizing mental health, the Supportive Treatment and Engagement Program (STEPs) and services for self-represented litigants.

- **Juvenile Courts**

Jeffrey Bergin, Presiding Judge, Superior Court, stated that the requested FY2022/2023 budget was for \$21,020,741.00 million, an increase attributable to the countywide 5% salary increase. He highlighted the successes of the Indian Child Welfare Act Collaborative Program, Family Drug Court, Mental Health Diversion Program, Transnational Tool Kit, and a pilot program working with the 8- to 12-year-old population.

Supervisor Scott questioned the disparity between the number of vacant positions and the number of positions under recruitment.

Jennifer Torsha, Director of Juvenile Court Services, explained that only one requisition was opened for all of the vacant positions of the same job title.

Ron Overholt, Superior Court Administrator, concurred that requisitions were made for each job title with vacancies, not each opening.

- **Justice Courts**

Jeffrey Bergin, Presiding Judge, Superior Court, reported that the General Fund requested budget was \$7,647,848.00, a \$155,594.00 increase over FY2021/2022. He reviewed the divisions within Justice Courts and reorganization efforts to adjust to modified precinct boundaries. He praised the creation and continued success of the Eviction Settlement Conference Program, the first of its kind in Arizona and used as a model across the state. He noted that 4 court navigators were installed to assist the public with the eviction process and resources available.

Judge Ray Carroll, Green Valley Justice Court, indicated that additional resources were needed to accommodate the increased territory resulting from precinct changes. He stated that the supplemental budget request would add the security and resources required for the expansion.

Supervisor Scott asked Ms. Leshner to provide the Board with a follow-up report on Judge Carroll's supplementary request.

Judge John Peck, Ajo Justice Court, indicated that the Court's budget increased by \$85,000.00 over FY2021/2022, primarily for personnel costs. He detailed the programs and efforts of the Court to provide services locally for Ajo and surrounding communities.

- **County Attorney**

Laura Conover, Pima County Attorney, stated that attorney recruitment was more successful after salary increases were implemented. She reviewed the successes of the Dedicated Fraud Unit, the Victim Services Unit and the Civil Division's Employment Law and Health Law sections. She noted that the County Attorney's Office increased prevention efforts with gun lock distribution, safety planning for domestic violence victims and fraud prevention.

Supervisor Scott questioned why the budget contained 36 fewer prosecutors than FY2021/2022, if caseloads were unacceptably high.

Zachary Mack, Budget Manager, explained that 21 positions under Criminal Prosecution were shifted to the Victim Services Bureau and a supervisory position added with anticipated grant funds.

- **Public Defense Services**

Dean Brault, Director, Public Defense Services, provided a brief synopsis of the services provided. He noted that Public Defense Services was a grouping of 7 offices: Public Defender, Legal Defender, Legal Advocate, Office of Court Appointed Counsel, Mental Health Defender, Office of Children's Counsel, and Public Fiduciary. He reviewed the distribution of cases and noted that outside counsel was required when caseloads became too high to be effectively managed in-house. He discussed the benefits of a case management system to improve department efficiency. He stated that the success of programs like STEPs and body-worn cameras had the downside of putting a drain on the department's staffing resources. He reiterated the difficulties related to hiring qualified employees and filling open positions.

Supervisor Grijalva requested information on the Community Bond Program.

Mr. Brault stated that Kate Vesely, Director, Department of Justice Services, was preparing an update on the Community Bond Program.

- **Justice Services**

Kate Vesley, Director, Department of Justice Services, explained that the department was newly formed from the Criminal Justice Reform Unit and that this was the department's first budget. She stated that the purpose of the department was to support all of the County's justice systems and programs by neutrally supplying resources, information, tools, data and funding. She explained that in an effort to ensure the sustainability of the program and limit the need for local funding, the department applied for and received a \$1.1 million federal grant to be used over 4 years. She spoke about the Crisis Intervention Team Training Program, the Reroot Program and other programs that supported the community.

Supervisor Scott requested the Board be provided updates on the Justice Warehouse Program.

- **Assessor**

Suzanne Droubie, Pima County Assessor, provided a brief synopsis of the public services provided, which included listing and valuing all property in Pima County, maintaining property ownership lists, providing valuation relief programs, creating maps, reconfiguring parcels and assisting the public. She reviewed the divisions of the Assessor's Office and their functions. She reported that there were 435,188 residential and 126,043 commercial properties in the County and new home permits increased by 17.7% in FY2021/2022. She notified the Board that there were only 9 property tax cases open, no cases were filed by the Assessor's Office against taxpayers in the last year and there were no plans to do so in the future.

She stated that the office would be implementing electronic filing and utilizing other electronic methods to reduce employee contact with the public.

Supervisor Scott asked the Assessor to expand on the comprehensive audits for personal property to recapture escaped revenue from business personal property accounts.

Ms. Droubie explained that business personal property was a self-reporting system where the report would trigger a contracted auditor to go to the business and compare what was reported in their observations. She noted that if discrepancies were found, the County was able to recover lost revenue for the three years prior. She indicated that the plan was for the contractor to train her staff to perform the audits, not to contract out indefinitely.

Supervisor Scott inquired about moving 17 FTEs from Assessor Statutory Mandates to Administration.

Ms. Droubie noted that special teams were covered under the Administration heading and those FTEs were the personnel responsible for the Rapid Response Program, Business Services and outreach.

Supervisor Christy asked what prompted a business personal property audit and how much revenue was derived from them.

Ms. Droubie explained the audit process was random and not activated by anything specific. She stated that the process was to correct the rolls going forward and that she would provide the Board with the exact revenue involved. She viewed the process as an incentive to report accurately rather than a punitive measure for improving a business.

Supervisor Christy inquired if there was any type of outreach to educate businesses about the audit process.

Ms. Droubie replied that the department was developing brochures for several areas, including one for business personal properties.

Supervisor Christy requested a summary of the revenue collected as a result of the audits and a comparison with the same revenues collected under the previous Assessor.

- **Recorder**

Gabriella Cázares-Kelly, Pima County Recorder, provided an overview of services and changes made during FY2021/2022. She highlighted the addition of online payment options and the ability for the public to view low resolution, watermarked versions online prior to purchasing a high resolution document. She indicated that staffing, adequate pay for staff, and software issues were the main challenges of

the department. She stated that the FY2022/2023 budget included special revenue funds to replace the software system. She explained that the Recorder's Office also contended with voters' growing distrust of the election process and time and resources required to respond to constituent concerns and media inquiries. She noted that the department continued to work closely with the Elections Department on the implementation of electronic poll books for the upcoming election cycle.

Supervisor Scott questioned the addition of 8 FTEs in the budget and inquired about enhancements to security infrastructure.

Ms. Cázares-Kelly stated that the FTEs were added to manage the increased volume of standard work. She reviewed the department's efforts in cybersecurity, including a Homeland Security audit, increased training and collaboration with local, state and federal partners.

Supervisor Grijalva asked what the County could do to would make the Recorder's staff feel safe and valued.

Ms. Cázares-Kelly responded that adequate compensation for employees and a positive attitude regarding the integrity, security and efficacy of the department would be appreciated by staff.

- **Superintendent of Schools**

Dustin Williams, Pima County School Superintendent, provided an overview of the functions of the department and the services provided. He stated that the finance and administration role of the department was to distribute approximately \$1.5 billion in tax dollars, federal monies, bonds, and overrides to the school districts. He explained that the department was responsible for conducting all elections for governing board members, bonds, and overrides. He noted that the department also issued teacher certifications, provided homeschool resources, conducted programs to support educators and students and operated the Pima County Accommodation School District.

Supervisor Scott questioned the significant decrease for professional services in the recommended budget from the FY2021/2022 budget.

Mr. Williams explained that the budget for the Accommodation School District was transferred from the other professional services category to a different area of the budget.

- **Treasurer**

Chris Ackerley, Chief Deputy Treasurer, explained that the Treasurer's Office collected taxes, invested the collected funds, paid the County's bills, and performed other statutorily required duties. He indicated that as a result of staffing

issues, the department planned to realign its organizational chart in an attempt to provide a career path to retain qualified employees. He noted that the department's IT systems were outdated and in need of attention.

Supervisor Christy complimented the department for providing his office with a prompt and detailed answer to a constituent's question.

7. **CALL TO THE PUBLIC**

Nicholas Novak addressed the Board in opposition to increased funding for the Sheriff's Department.

8. **ADJOURNMENT**

As there was no further business to come before the Board, the meeting was adjourned at 12:31 p.m.

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CHAIR

ATTEST:

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CLERK

## **BOARD OF SUPERVISORS' BUDGET HEARING MINUTES**

The Pima County Board of Supervisors met at their regular meeting place in the Pima County Administration Building (Hearing Room), 130 West Congress Street, Tucson, Arizona, at 2:00 p.m. on Tuesday, May 10, 2022. Upon roll call, those present and absent were as follows:

Present: Sharon Bronson, Chair  
Adelita S. Grijalva, Vice Chair  
Rex Scott, Member  
\*Dr. Matt Heinz, Member  
Steve Christy, Member

Also Present: Jan Leshar, County Administrator  
Kathryn Ore, Deputy County Attorney  
Melissa Manriquez, Clerk of the Board  
Juan Carlos Navarro, Sergeant at Arms

\* Supervisor Heinz participated remotely. He left the meeting at 2:09 p.m. and reconnected at 3:33 p.m.

### **1. PLEDGE OF ALLEGIANCE**

All present joined in the Pledge of Allegiance.

### **2. LAND ACKNOWLEDGEMENT STATEMENT**

The Land Acknowledgement Statement was delivered by Supervisor Scott.

### **3. POINT OF PERSONAL PRIVILEGE**

Chair Bronson acknowledged Patron, the bomb-sniffing dog, who has saved many lives and found bombs in Ukraine.

### **4. COUNTY BUDGET**

County Budget Fiscal Year 2022/2023

### **5. DEPARTMENT BUDGET PRESENTATIONS**

#### **• Analytics and Data Governance**

Scott Zufelt, Interim Director, Analytics and Data Governance, provided an overview and gave examples of the department's functions and strategy, including data acquisition, data warehousing, and reporting. He noted that the technical requirements needed in the department resulted in a limited pool of qualified applicants that, combined with salary concerns, added to departmental staffing

issues. He stated that an additional challenge expected throughout the next few years was the Enterprise Resource Planning System (ERP) replacement. He indicated that a personnel increase was requested in the department's Fiscal Year (FY) 2022/2023 budget.

Supervisor Scott requested the Board be provided periodic updates on the progress of the ERP replacement.

- **Finance & Risk Management**

Ellen Moulton, Incoming Director, Finance and Risk Management, provided an overview of the department's divisions and their responsibilities. She explained that of the 10 divisions, 9 operated within the General Fund and the last, Risk Management, with a budget of \$10.5 million or 40% of the department's budget, operated within the Internal Service Fund. She noted that the department won the Government Finance Officers' Association (GFOA) Distinguished Budget Award for the past 24 years and the GFOA Certificate of Achievement for Excellence in Financial Reporting for 35 of the past 37 years. She indicated that the department's goals for FY2022/2023 were to continue to improve efficiency and effectiveness, work with Human Resources to determine appropriate salaries in order to become more competitive and assist with the successful implementation of the ERP. She stated that the department's biggest challenge was filling vacant positions.

Supervisor Scott asked if the internship program to entice college students to become Pima County employees was successful.

Ms. Moulton responded that through the internship program, the department hoped to have students from state universities work part-time for the County and then return after graduation as full-time employees. She stated that the department had a couple interns that were later hired.

Supervisor Scott asked if there were any potential lessons for other departments that had similar issues.

Ms. Moulton stated that engaging with the local education community and showing students how they could apply their degrees was beneficial.

Supervisor Grijalva inquired whether tuition reimbursement could be used to encourage students to intern.

Ms. Moulton stated that the program was well received by all staff.

- **Grants Management and Innovation**

Regina Kelly, Director, Grants Management and Innovation (GMI), explained the department's roles and responsibilities, which included supporting the lifecycle of

grants, identifying grant opportunities, developing and preparing grant applications, and overseeing grant implementation. She noted that GMI was a partner in obtaining grants approved by the Board equaling approximately \$295 million and after managing \$138 million in federal awards in FY2021/2022, an audit by the Arizona Auditor General determined that there were no negative audit findings or observations. Ms. Kelly stated that the department secured \$14.8 million in advance payments from the federal government to fund 100% of costs incurred and forecast to be incurred to provide humanitarian support to asylum seekers.

Supervisor Scott questioned the process used by GMI to provide information regarding potential grant opportunities to other County departments.

Ms. Kelly responded that there was one full time employee dedicated to searching for opportunities and forwarding them to GMI staff members, who would then meet with the appropriate department. She stated that information was also received through the professional affiliations of staff members.

Supervisor Scott asked what lessons were learned during the pandemic that could help the department moving forward.

Ms. Kelly indicated that having a fully trained staff was key to reducing employee stress and keeping them from burn out.

- **Procurement**

Terri Spencer, Director, Procurement, indicated that the department's budget remained consistent with 94% salary, 6% expense and 31 FTEs. She reviewed the responsibilities of the department's materials and services, design and construction and administrative services divisions. She stated that the department strove to provide excellent customer service. She also reviewed awards earned by the department, including the Achievement of Excellence in Procurement and Quality Public Procurement awards. She cited staff training, implementation of process improvements, and vendor outreach as departmental goals for FY2022/2023. She highlighted the inflationary market, supply chain issues and staff recruitment and retention as major challenges to the department.

- **Facilities Management**

Lisa Josker, Director, Facilities Management, provided a brief synopsis of the department's, administration, design and construction, and maintenance and operations divisions. She reported that there was an overall vacancy rate of 21% in the department, a 27% vacancy rate in the maintenance division and a 31% vacancy rate among specialty trades. She stated that the greatest challenge was getting qualified people to apply, even as work orders continued to increase. She explained that the department's goals for FY2022/2023 were to increase efficiencies, energy savings, and sustainability efforts. She noted that additional

challenges included aging buildings and infrastructure, cost of construction materials, delays in construction and staff retention. She indicated expanding recruitment efforts by creating closer ties with trade schools and Pima Community College and conducting internal trainee programs could encourage more people to apply.

- **Information Technology**

Dan Hunt, Director and Chief Information Officer, Information Technology Department (ITD), summarized the services provided by ITD and explained how business systems management teams were redistributed so they better understood the projects in each department. He stated that the department's nearly \$53 million was for application support of departments' tools and services. He noted that the change to a new ticketing system was one way ITD tried to improve end the user customer experience and received high approval ratings. He referred to the hiring of an Information Security Officer and the application for funding, through a federal Department of Homeland Security grant, to highlight the importance of cybersecurity. He discussed the transfer of responsibility for IT functions in the Sheriff's Department to ITD. He echoed other departments' concerns with supply chain issues, recruitment and retention and reviewed the department's efforts in that areas.

Supervisor Scott questioned the increase from \$7.3 million to \$10.5 million for software maintenance and support.

Mr. Hunt explained that the increase was due to the renewal and addition of enterprise license agreements and expansion of infrastructure.

Supervisor Grijalva congratulated Mr. Hunt on becoming a finalist for Arizona CIO of the Year.

- **Office of Emergency Management and Homeland Security (OEM)**

Shane Clark, Director, Office of Emergency Management and Homeland Security, provided an overview of the department's purpose, its role in the community and efforts during the pandemic and wildfires. He outlined plans to seek grant funding, update the Community Wildfire Protection Plan, and implement an OEM dashboard.

- **Wireless Integrated Network**

Bob Meredith, Executive Director, Pima County Wireless Integrated Network (PCWIN), outlined the duties and structure of the department. He noted that all revenue was generated by fees assessed to member agencies for service provided.

Supervisor Scott questioned the increase from \$173,610.00 to over \$1 million for Other Machines and Equipment.

Mr. Meredith stated that PCWIN equipment operated on a life cycle and the battery back-up systems for tower sites had an 8 to 10 year lifespan. He explained that the fees collected reflected the anticipated higher expense and the department retained a fund balance for that purpose.

- **Communications Office**

Mark Evans, Director, Communications, described the various divisions and the services provided by each division. He described the department's role during the pandemic and the importance of social media in disseminating information. He reviewed plans and challenges for FY2022/2023, including a paper shortage, elections and an overhaul of the County website.

- **Elections**

Constance Hargrove, Director, Elections, provided a synopsis of the services provided, the improvements planned and the benefits of Tenex software.

Supervisor Scott noted that the Elections Department possessed more vacant positions than it did filled and asked about the department's hiring plan.

Ms. Hargrove explained that the Deputy Director and supervisor positions were specific to Elections and it was difficult to find qualified applicants willing to move to Pima County. She attributed the additional requested staff to the upcoming election year.

Supervisor Scott asked for an update on the ballot-on-demand printers.

Ms. Hargrove reported that she had no updated information on the printers, but that the vendor was not concerned.

- **Human Resources**

Cathy Bohland, Director, Human Resources, reviewed the responsibilities of the department and stressed the importance of onboarding and the new onboarding program. She reported that nationally, job openings outnumbered unemployed workers and that recently, more employees separated from the County than were hired. Ms. Bohland stated that to combat the high turnover rates, Human Resources hired talent acquisition employees, expanded hiring resources and employed more active candidate searches. She reported that the County's Health Benefit Trust funds were down as a result of participation decreases and high cost claimant increases. She noted that efforts to recruit and retain included education reimbursement, parental leave, alternate work schedules and relocation assistance.

Supervisor Scott requested regular reports on recruitment and retention efforts and updates on the status of the Health Benefits Trust Fund.

Supervisor Grijalva stated that along with enhanced benefits, the County needed to get creative to stay competitive.

6. **CALL TO THE PUBLIC**

The Chair inquired whether anyone wished to address the Board. No one appeared.

7. **ADJOURNMENT**

As there was no further business to come before the Board, the meeting was adjourned at 4:13 p.m.

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CHAIR

ATTEST:

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CLERK