

COB - BOSAIR FORM

09/26/2025 10:56 AM (MST)

Submitted by: Melanie Bustamante@pima.gov



BOARD OF SUPERVISORS AGENDA ITEM REPORT (BOSAIR)

All fields are required. Enter N/A if not applicable. For number fields, enter 0 if not applicable.

Record Number:

Award Type: Agenda Item

Is a Board Meeting Date Requested? Yes

Requested Board Meeting Date: 10/14/2025

Agenda Item Report

Record Number:

Title: Review and edits to Pima County, Arizona Board of Supervisors Policy E 36.1

Introduction / Background: Pima County Community & Workforce Development (CWD) reviews and processes applications for Outside Agency Funding, and summarizes proposals for the Outside Agency Citizen Review Committee, which makes recommendations for award to the Board of Supervisors (BOS). To update language and align with the Prosperity Initiative (PI), staff are proposing revisions to Pima County, Arizona Board of Supervisors Policy E 36.1 – General Funds Allocated to the Community & Workforce Development Outside Agency Program to Fund Non-Profit Organizations.

Discussion: CWD has reviewed the policy and is proposing revisions in regard to language, formatting, streamlining and aligning with the Board's direction, Strategic Framework - Tactic 2.2.2.2 - Incorporate Prosperity Initiative priorities into the evaluation and funding of Outside Agencies, and a community needs framework. The OA Program aligns with Pima County Budget Pillar 2- Improve Quality of Life by creating opportunities for economic advancement and wealth creation among Pima County families. On September 11, 2025, the Outside Agency Citizen Review Committee voted unanimously to approve and send the updated BOS Policy E 36.1 and adoption of the priority area categories including PI and the non-competitive General Services category to the BOS.

Conclusion: CWD will maintain the responsibility of continuing to review the policies and propose revisions as changes occur.

Recommendation: It is recommended that the Pima County Board of Supervisors approve the modifications to the Pima County, Arizona Board of Supervisors Policy E 36.1 as outlined above and adopt the priority area categories including PI and the non-competitive General Services category, to become effective upon adoption.

Fiscal Impact: No additional fiscal impact is anticipated.

Support of Prosperity Initiative: 2. Improve Quality of Life and Opportunity in High Poverty Areas

Provide information that explains how this activity supports the selected Prosperity Initiative

The Outside Agency (OA) Program aligns with Pima County Prosperity Initiative Policy, Improve Quality of Life and Opportunity in High Poverty Areas by strengthening how public funds are allocated to nonprofit organizations that serve vulnerable communities, helping to reduce disparities and improve access to essential resources. This policy enhances quality of life by ensuring that public funds are invested strategically, equitably, and transparently in services that address the root causes of poverty and improve access to opportunity.


Board of Supervisor District:

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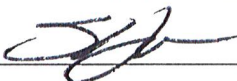
Department: Community & Workforce Development

Name: MELANIE BUSTAMANTE

Telephone: 5207243789

Department Director Signature:  Date: 9.26.25

Deputy County Administrator Signature:  Date: 9/26/2025

County Administrator Signature:  Date: 9-29-2025

Date: September 26, 2025

To: Jan Leshar
County Administrator

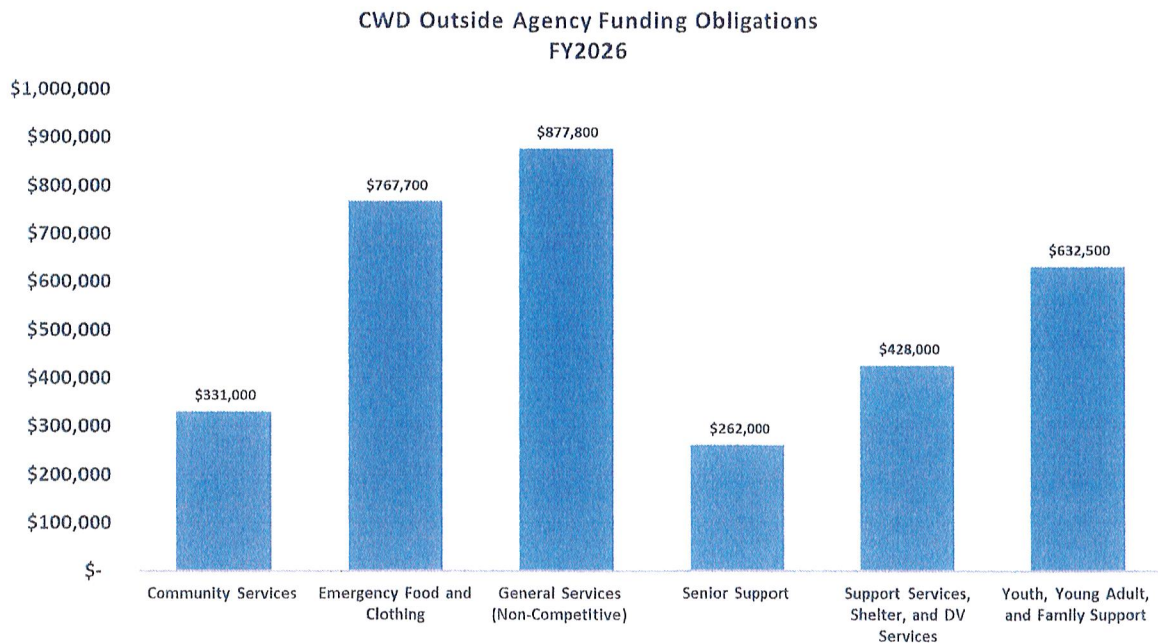
From: Daniel Sullivan, Community & Workforce Development
Director

Carmine DeBonis
Deputy County Administrator

RE: Strengthening and Aligning the Community & Workforce Development Outside Agency Program with Prosperity Initiative

Background

The Outside Agency (OA) Program, housed within the Community Assistance Division of the Community & Workforce Development (CWD) Department, has long served as a vital funding mechanism for nonprofit organizations addressing critical community needs in Pima County. Guided by Board of Supervisors (BOS) Policy E 36.1 since 1991, the program supports services in areas such as health, human services, education, and economic development. The CWD OA Program budget averages over \$3 Million each year.



In alignment with the BOS' adoption of the Prosperity Initiative (BOS Policy E 36.2), the OA Program has undergone significant updates to better reflect the County's strategic goals of reducing generational poverty and promoting long-term economic mobility. This includes integrating Prosperity Initiative priorities into the program's funding evaluation process, informed by a comprehensive Community

Needs Assessment (CNA) conducted in early 2025.

The CNA engaged over 4,500 residents and identified six priority service areas, including a new category focused on Prosperity Initiative-aligned programs. These insights have shaped updates to the OA Program's policies, procedures, and scoring metrics, ensuring a more equitable, transparent, and data-informed approach to funding.

The Outside Agency Citizen Review Committee (OACRC) has endorsed these changes, recommending formal policy revisions, the adoption of new priority categories, and the development of administrative procedures to support consistent and accountable program operations.

Discussion

The CWD OA Program is within the Community Assistance Division (CAD) of the department. It is a transformative initiative designed to empower nonprofit organizations that provide essential services to the community. The program's Board of Supervisors policy, BOS Policy E 36.1, was adopted on April 23, 1991. By allocating funding to various agencies, this program addresses critical needs in areas such as health, human services, economic development, and community enrichment. Through these strategic partnerships, the OA Program aims to significantly enhance the quality of life for Pima County residents, especially those who are most vulnerable. The OACRC is a vital component of the Pima County Outside Agency Program. This committee is composed of six voting community members, five of whom are appointed by each BOS member and one who is appointed by the County Administrator. They volunteer their time and expertise to review funding proposals from nonprofit organizations. Their role is crucial in ensuring that the allocation of funds is fair, transparent, and aligned with the needs of the community. They achieve this through robust oversight, informed decision-making on program development and resource allocation, and advocating for the needs of the community they serve.

In response to the Board of Supervisors adoption of the Prosperity Initiative (BOS Policy E 36.2), the CWD has taken deliberate and strategic steps to align the OA Program with the County's broader goals of reducing generational poverty and promoting long-term economic mobility without sacrificing important programs that meet more immediate needs. This alignment reflects a commitment to equity, transparency, and data-informed decision-making in the allocation of public resources.

The Framework for Fiscal Year 2024–2025 prioritized integrating Prosperity Initiative (PI) goals into the evaluation and funding process for the CWD OA Program. In alignment with this directive, CWD staff from both the OA and PI teams have collaborated to embed these priorities into the program's structure. A key milestone was the completion of a community needs assessment (CNA), which informed the development of updated program priority categories for the Fall 2025 application cycle. To meet the Board's direction, Strategic Framework for FY24/25 - Tactic 2.2.2.2 - Incorporate Prosperity Initiative priorities into the evaluation and funding of Outside Agencies, one of the future Priority Service categories will be PI, and applicants will be able score additional points in other categories if their application incorporates PI.

The comprehensive CNA was conducted between February and April 2025 engaging with over 4,500 residents. Community, nonprofit and key informant interview and focus groups were held between May and July 2025. The CNA identified six priority areas:

Re: Strengthening and Aligning the Community & Workforce Development Outside Agency Program with Prosperity Initiative

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- **Basic Needs** - Programs that provide essential services such as food, shelter, clothing, personal hygiene supplies, transportation, and emergency housing and utility assistance to individuals and families in economic crisis.
- **Health & Wellness** - Programs that promote physical and mental health, including nutrition education, access to healthcare services, mental health support, substance abuse treatment, wellness programs, recreational, and socialization services.
- **Education & Workforce Development** - Program efforts to improve educational outcomes and job readiness, including early childhood education, in-school and after-school programs, higher learning coaching, vocational training, and adult education.
- **Youth & Family Services** - Programs that support the well-being of children, youth, and families, such as life skills, parenting support, youth mentoring, and family counseling.
- **Community Well-being & Safety** - Programs aimed at improving public safety, providing education and awareness reducing crime, and supporting victims of crime, including domestic violence services, legal aid, and reentry programs for formerly incarcerated individuals.
- **Prosperity Initiative** - Programs intended to help low-income community members by increasing household income, decreasing household expenses, or increasing household assets through one or more of the Prosperity Initiative Policies.

The CNA also revealed significant disparities in access to services, particularly among rural residents, seniors, and individuals experiencing homelessness, and underscored the importance of centering lived experience in funding decisions.

From February to August 2025, staff convened monthly OA subcommittee meetings to co-develop the community needs assessment, as well as revise the Request for Proposal (RFP), application instructions, and scoring rubric. These updates include a new scoring category that awards additional points to proposals demonstrating alignment with PI principles and services in geographically remote areas. This approach ensures that funding decisions are increasingly guided by equity and economic mobility goals. To support a smooth transition, the PI team introduced these changes to potential applicants during a June 4, 2025 in-person training. Attendees were briefed on the proposed inclusion of PI as a priority category, the addition of scoring points for PI-aligned proposals, and new PI-related application questions.

To formalize these changes, BOS Policy E 36.1 was revised and presented to the OA Committee. Key updates include:

- Formal alignment with the Prosperity Initiative (Policy E 36.2).
- Designation of the Outside Agency Citizen Review Committee (OACRC) to establish funding priorities, develop a scoring metric, and evaluate applications using a standardized process.
- Mandate for a Community Needs Assessment every five years to guide funding decisions.
- Requirement for an Annual Impact Report to enhance transparency and track progress toward Prosperity goals.

The updated policy formally aligns the OA Program with PI and codifies several key practices. These include the requirement for a comprehensive community needs assessment every five years, the

production of an annual impact report to enhance transparency and accountability, and the designation of the Outside Agency Citizen Review Committee (OACRC) as the body responsible for establishing funding priorities, developing a scoring metric, and evaluating applications through a standardized and equitable process.

In addition to policy updates, CWD is developing a set of administrative procedures to operationalize these reforms. These procedures define a systematic and transparent application review process, establish conflict-of-interest protocols for OACRC members, and outline performance monitoring and reporting requirements for funded agencies. They also provide a framework for managing off-cycle funding requests and contingency allocations, ensuring that the program remains responsive to emerging community needs.

Together, these efforts represent a comprehensive modernization of the OA Program. By aligning funding decisions with community-identified priorities and the County's strategic goals, the program is better positioned to support nonprofit organizations that are making measurable impacts on the lives of Pima County residents. These reforms not only strengthen the integrity and effectiveness of the OA Program but also reaffirm the County's commitment to building a more equitable and prosperous future for all.

On September 11, 2025 the OACRC voted unanimously to approve and send the following recommendations to the BOS:

- Updated BOS Policy E36.1 to
 - Formally align OA program with PI
 - Routinely survey the community to inform other priority service categories
 - Create an Administrative Procedure that will clearly document processes and procedures to include the RFP, program manual, application, and technical assistance trainings that will be updated accordingly – this will be completed by January 2026
- Adoption of the Priority Area Categories including PI and the non-competitive General Services Category.

Recommendation

The Committee employs a public process that is community based and transparent. Each Committee member recognizes their individual responsibility to evaluate the community needs of Pima County to make informed, appropriate, and reasonable recommendations to the Board of Supervisors for general fund resources. It is recommended by the Committee and Staff that the Board of Supervisors approve the updated BOS Policy E 36.1 and adopt the Priority Area Categories including PI.

cc: Daniel Sullivan, Director
Andrew Flagg, Deputy Director
Manira Cervantes, Division Manager
Melanie Bustamante, Program Coordinator
Nicole Fyffe, Senior Advisor County Administration
Helen Schaffer, Community & Workforce Manager II
Members, Outside Agency Citizen Review Committee



PIMA COUNTY, ARIZONA BOARD OF SUPERVISORS POLICY

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Purpose

1. To establish a policy for the processing, review, evaluation, and determination of priorities for funding of requests from Outside Agencies for services related to Economic Development, Health, Social Services.
2. To establish a policy and minimum requirements for the monitoring and auditing of discretionary fund contracts for Economic Development, Health, and Social Services.
3. To align with the Pima County Strategic Framework by continuing to invest and incorporate Prosperity Initiative Priorities into the evaluation and funding of the Outside Agency Program.
4. To establish a community needs framework that guides strategic efforts and decisions related to local priority area categories.

Background

Requests and suggestions for the use of discretionary Outside Agency funds are received directly by the Board of Supervisors (BOS), the County Administrator, various departments and by the Community & Workforce Development Department (CWD) as part of the annual proposal process. The CWD Department reviews the proposals and monitors the contracts but without clear BOS policy regarding the allocations or the monitoring process. To ensure that these items are received, considered, and monitored in an organized and uniform manner, a policy regarding their processing, review and monitoring is adopted. The Board of Supervisors adopted the Pima County Outside Agency Program Policy on April 23, 1991 and established the Outside Agency Citizen Review Committee on January 28, 1992. Funded by the Pima County General Fund, the Outside Agency (OA) Program allocates funds to local nonprofit agencies in Pima County. The Program focuses on low-income and other vulnerable populations throughout Pima County, ensuring that support is available to address community needs and services in geographically remote and economically underserved communities. Agencies serving incorporated cities and towns and unincorporated areas are eligible to apply. Agencies are funded for one fiscal year with the possibility of funding renewal for a second year. In both years, the OA Program provides technical assistance and support. The CWD Department administers the OA Program, reviews the proposals, and monitors the contracts. The purpose of this policy is to ensure that these items are received, considered, awarded funding and monitored in an organized and uniform manner using standardized processes.



PIMA COUNTY, ARIZONA BOARD OF SUPERVISORS POLICY

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Definitions

As used in this Policy:

- "CWD" means Pima County Community & Workforce Development Department.
- "OA" means Outside Agency.
- "Program" means the CWD Outside Agency Program.
- "OACRC" means the Outside Agency Citizen Review Committee.
- "BOS" means the Pima County Board of Supervisors.
- "PI" means the Prosperity Initiative, as adopted in Board of Supervisors Policy E 36.2, *Reducing Generational Poverty and Improving Individual and Community Wealth*.

Policy

This policy establishes the method for processing, reviewing, evaluating, and determining recommendations for funding requests for services related to economic development, health, and social services.

It is the policy of the Board of Supervisors to:

1. ~~The CWD "Outside Agency" (OA) program shall be administered by CWD.~~ **Designate CWD to administer the Outside Agency Program.**
2. ~~The CWD OA budget shall be determined annually by the BOS in accordance with the regular County budget process.~~ **Determine the CWD OA budget annually in accordance with the regular County budgeting process.** The CWD OA account shall be part of the General Fund.
3. ~~CWD OA funds shall be allocated by the BOS pursuant to written proposals and CWD recommendations. Proposals shall meet CWD standards and shall stipulate the purpose, goals, and objectives of the program, and shall define quantitative service units and present and justify the proposed budget.~~ **Allocate CWD OA funds based on recommendations communicated to the County Administrator by the OACRC.**



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4. ~~CWD shall review proposals at least once biennially, normally in the third fiscal quarter. In special circumstances CWD may accept and review additional proposals during the year. If the review uncovers a service need of exceptional urgency or importance, CWD may refer it for immediate consideration.~~
Designate CWD to conduct a comprehensive community needs assessment every five years to inform and guide decisions related to priority area categories.

Policy Con't

5. ~~CWD staff shall review and summarize proposals. The Outside Agency Citizen Review Committee shall rank the proposals and make recommendations to the County Administrator regarding the priority and level of funding. CWD shall formulate its recommendations in accord with the following priorities: services which will eliminate or diminish the need for regular County operated services; proposals which will match and attract additional federal, state or private funds into the County; economic development services which create new job opportunities; and such other priorities as may be established by the BOS.~~
Designate the OACRC to establish and recommend priority area categories.
6. ~~In formulating its recommendations, CWD shall consider the following parameters: the availability of alternative funds for the proposal; the number of units of service proposed; the cost, cost per unit, cost benefit and efficiency of the proposal; equitable geographical distribution of the services provided; the experience and track record of the proposer; the leverage or value of additional funds or resources attracted by the proposal; the need and demand for the services proposed; the legal authority of the County to provide the service proposed; the impact of the service on the demand for other County services; any weighing or ranking of service priorities which is established by the County Administrator or the BOS.~~
Designate the OACRC to develop funding priorities, develop a scoring metric that adheres to these priorities, and use a systematic process of reviewing applications to determine recommendations for awards.
7. ~~OA funds shall only be distributed via contractual agreements which are based on the proposal, comply with pertinent Arizona Statutes, clearly define the purpose, work statement, budget, and service units to be provided, and which include clauses which limit the County's exposure and liability.~~
Designate the OACRC to evaluate applications based on the development of a defined set of parameters consistent with this Policy, to be memorialized in an Administrative Procedure, which may be amended from time to time on recommendation of the OACRC or otherwise.



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8. ~~CWD shall monitor the contracts to assure compliance and provision of service and shall require regular reports of expenditures and of the units of service provided. CWD shall require compliance with A.R.S. §11-624 regarding financial audits and may specify additional audit and reporting requirements.~~ **Designate the OACRC to score the proposals, rank the proposals by total points, and recommend funding amounts for each proposal. The OACRC members shall be instructed and certify that their funding recommendations are based solely on the written materials submitted by the applicant, and their performance during an optional oral presentation.**
9. ~~CWD shall summarize and report to the County Administrator and the BOS annually or as often as they shall require regarding OA expenditures and performance. Delegate to CWD the authority to develop a process by which OACRC members identify and recuse themselves from participating in the scoring process when conflicts of interest exist.~~

Policy Con't

10. ~~Payment to the contractor shall normally be on a cost reimbursement basis. Continued reimbursement shall depend upon reasonable progress toward meeting the service objectives. Advances may be made to the agency. Such advances shall be a debt owed to the County which is to be repaid by the contractor. The CWD Director shall determine the legitimacy of costs, the reasonableness of progress and the need for the number of advances.~~ **Solicit proposals by designating CWD to design and release a competitive Request for Proposal at least once biennially, and complete the proposal review process in the third fiscal quarter. CWD may accept and review additional proposals outside of this cycle only under special circumstances, when a review uncovers a service need of exceptional urgency or importance. CWD may then refer the proposal to the County Administrator for immediate consideration.**
11. ~~CWD shall be funded for the staff needed to review proposals and prepare recommendations, and to write and monitor contracts and perform other duties related to the program.~~ **OA funds shall only be distributed via contractual agreements which are based on the proposal; comply with pertinent Arizona Statutes; clearly define the purpose, scope of work, budget, and outputs to be provided; and identify key metrics for measuring progress.**



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12. CWD shall monitor the contracts to ensure compliance with programmatic and financial reporting requirements as specified in contractual agreements. At minimum, awardees will report the number of units delivered or participants served. CWD shall require compliance with A.R.S. §11-624 regarding financial audits and may specify additional audit and reporting requirements.
13. CWD shall produce an Annual Impact Report that will enhance transparency and accountability while providing a comprehensive overview of expenditures, performance, key achievements for future planning, and continued efforts to increase and maintain awareness of the Prosperity Initiative.
14. Payment to the contractor shall normally be on a cost reimbursement basis. Continued reimbursement shall depend upon reasonable progress toward meeting the service objectives. Advances may be made to the agency. Such advances shall be a debt owed to the County which is to be repaid by the contractor. The CWD Director shall determine the legitimacy of costs, the reasonableness of progress and the need for the number of advances.
15. CWD will be funded for the administration of the CWD OA Program. The Program's administration will involve essential personnel responsible for assessing, planning, implementing, and evaluating its effectiveness. CWD staff will also oversee all OACRC functions, meetings and related activities.

Responsible Departments

1. County Administrator
2. Community & Workforce Development Department

Adopted Date: April 23, 1991
Revised Date: April 6, 2021
December 5, 2023
October 14, 2025

Effective Date: December 5, 2023
October 14, 2025



PIMA COUNTY, ARIZONA BOARD OF SUPERVISORS POLICY

<u>Subject:</u> General Funds Allocated to the Community & Workforce Development Outside Agency Program to Fund Non-Profit Organizations	Policy Number	Page
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Purpose

1. To establish a policy for the processing, review, evaluation, and determination of priorities for funding of requests from Outside Agencies for services related to Economic Development, Health, and Social Services.
2. To establish minimum requirements for the monitoring and auditing of discretionary fund contracts for Economic Development, Health, and Social Services.
3. To align with the Pima County Strategic Framework by continuing to invest and incorporate Prosperity Initiative Priorities into the evaluation and funding of the Outside Agency Program.
4. To establish a community needs framework that guides strategic efforts and decisions related to local priority area categories.

Background

The Board of Supervisors adopted the Pima County Outside Agency Program Policy on April 23, 1991 and established the Outside Agency Citizen Review Committee on January 28, 1992. Funded by the Pima County General Fund, the Outside Agency (OA) Program allocates funds to local nonprofit agencies in Pima County. The Program focuses on low-income and other vulnerable populations throughout Pima County, ensuring that support is available to address community needs and services in geographically remote and economically underserved communities. Agencies serving incorporated cities and towns and unincorporated areas are eligible to apply. Agencies are funded for one fiscal year with the possibility of funding renewal for a second year. In both years, the OA Program provides technical assistance and support. The CWD Department administers the OA Program, reviews the proposals, and monitors the contracts. The purpose of this policy is to ensure that these items are received, considered, awarded funding and monitored in an organized and uniform manner using standardized processes.

Definitions

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- “BOS” means the Pima County Board of Supervisors.
- “PI” means the Prosperity Initiative, as adopted in Board of Supervisors Policy E 36.2, *Reducing Generational Poverty and Improving Individual and Community Wealth*.

Policy

This policy establishes the method for processing, reviewing, evaluating, and determining recommendations for funding requests for services related to economic development, health, and social services.

It is the policy of the Board of Supervisors to:

1. Designate CWD to administer the Outside Agency Program.
2. Determine the CWD OA budget annually in accordance with the regular County budgeting process. The CWD OA account shall be part of the General Fund.
3. Allocate CWD OA funds based on recommendations communicated to the County Administrator by the OACRC.
4. Designate CWD to conduct a comprehensive community needs assessment every five years to inform and guide decisions related to priority area categories.
5. Designate the OACRC to establish and recommend priority area categories.
6. Designate the OACRC to develop funding priorities, develop a scoring metric that adheres to these priorities, and use a systematic process of reviewing applications to determine recommendations for awards.
7. Designate the OACRC to evaluate applications based on the development of a defined set of parameters consistent with this Policy, to be memorialized in an Administrative Procedure, which may be amended from time to time on recommendation of the OACRC or otherwise.
8. Designate the OACRC to score the proposals, rank the proposals by total points, and recommend funding amounts for each proposal. The OACRC members shall be instructed and certify that their funding recommendations are based solely on the written materials submitted by the applicant, and their performance during an optional oral presentation.



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9. Delegate to CWD the authority to develop a process by which OACRC members identify and recuse themselves from participating in the scoring process when conflicts of interest exist.
10. Solicit proposals by designating CWD to design and release a competitive Request for Proposal at least once biennially, and complete the proposal review process in the third fiscal quarter. CWD may accept and review additional proposals outside of this cycle only under special circumstances, when a review uncovers a service need of exceptional urgency or importance. CWD may then refer the proposal to the County Administrator for immediate consideration.
11. OA funds shall only be distributed via contractual agreements which are based on the proposal; comply with pertinent Arizona Statutes; clearly define the purpose, scope of work, budget, and outputs to be provided; and identify key metrics for measuring progress.
12. CWD shall monitor the contracts to ensure compliance with programmatic and financial reporting requirements as specified in contractual agreements. At minimum, awardees will report the number of units delivered or participants served. CWD shall require compliance with A.R.S. §11-624 regarding financial audits and may specify additional audit and reporting requirements.
13. CWD shall produce an Annual Impact Report that will enhance transparency and accountability while providing a comprehensive overview of expenditures, performance, key achievements for future planning, and continued efforts to increase and maintain awareness of the Prosperity Initiative.
14. Payment to the contractor shall normally be on a cost reimbursement basis. Continued reimbursement shall depend upon reasonable progress toward meeting the service objectives. Advances may be made to the agency. Such advances shall be a debt owed to the County which is to be repaid by the contractor. The CWD Director shall determine the legitimacy of costs, the reasonableness of progress and the need for the number of advances.
15. CWD will be funded for the administration of the CWD OA Program. The Program's administration will involve essential personnel responsible for assessing, planning, implementing, and evaluating its effectiveness. CWD staff will also oversee all OACRC functions, meetings and related activities.



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Responsible Departments

1. County Administrator
2. Community & Workforce Development Department

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