



Vacant Positions Policy Update

August 11, 2026

Vacant Positions Policy Overview

BOS Policy D 22.16 Vacant Positions

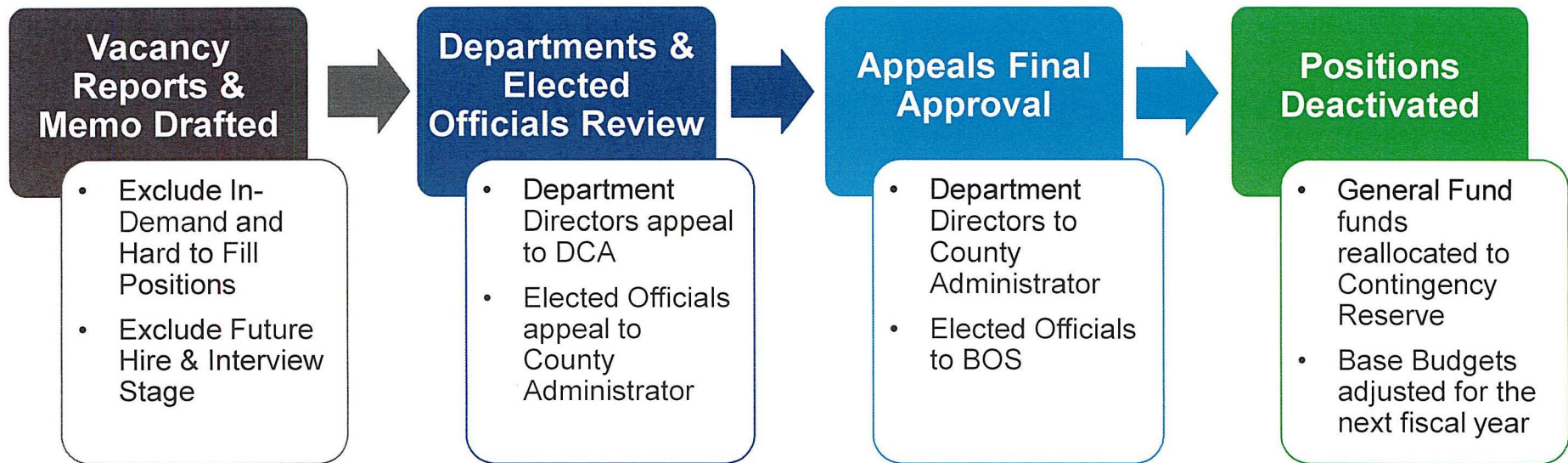
- Policy adopted April 16, 2024
- Guides the management of vacant positions and resulting vacancy savings
- Assigns responsibility to Finance & Risk Management and Human Resources

Administrative Procedure 22-84 Vacant Positions

- Effective July 1, 2024
- Positions vacant for more than 240 days will be eliminated
- Vacancy savings are moved to a contingency fund*
- Base budgets reduced by positions eliminated during the previous quarters

** Vacancy savings from grant-funded positions reallocated if in compliance with grant-specific guidelines*

Quarterly Process



Additional Policy Details

Determining the 240-Day Threshold

Hiring Timeline

- 3 months to hire * 2 rounds of hiring = 180 days
- Plus 60 days for departmental consideration

Shorter timeline may put pressure on the recruitment process

Identifying Hard to Fill Positions

Criteria for “In-Demand”

- Lack of workers could have a devastating effect on operations
- Absence of qualified/experienced workers in the labor market
- Inability to fill an opening/retain current workers

Metrics

- # of applicants meeting minimum qualifications
- Fill-rate
- Rejection rate
- Voluntary turnover rate



Additional Policy Details Continued

Appeals Process

Majority of appeals are approved

- Departments submit details on operational necessity

Future Quarters

- Approved appealed positions are subject to review if still vacant
- Departments must submit new appeal memo

Grant Positions

Treated as non-grant positions except:

- Vacancy savings reallocated only if in compliance with grant guidelines
- Vacant positions eliminated upon grant expiration*

** Persons occupying expired grant positions may be laid-off in accordance with Pima County Merit System Rule 11.4-Layoffs*

Results

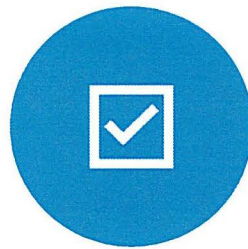
	Approved Following Appeal	Positions Filled or Ineligible	Positions Eliminated	Budget Reduction
Year 1				
General Fund	80	73	16	\$499,444
Non-General Fund	102	42	18	*
Year 1 Total	182	115	34	\$499,444
Year 2 (through Q3)				
General Fund	35	39	5	\$305,611
Non-General Fund	52	57	35	*
Year 2 Total	86	96	40	\$305,611

* Per procedure 22-84, Vacancy savings from General Fund positions are moved to Contingency within the General Fund. Vacancy savings from non-General Fund positions are reallocated within the fund and base budgets reduced for the following fiscal year.

Inception to Date Totals



553
positions
reviewed



268
appeals received
and approved

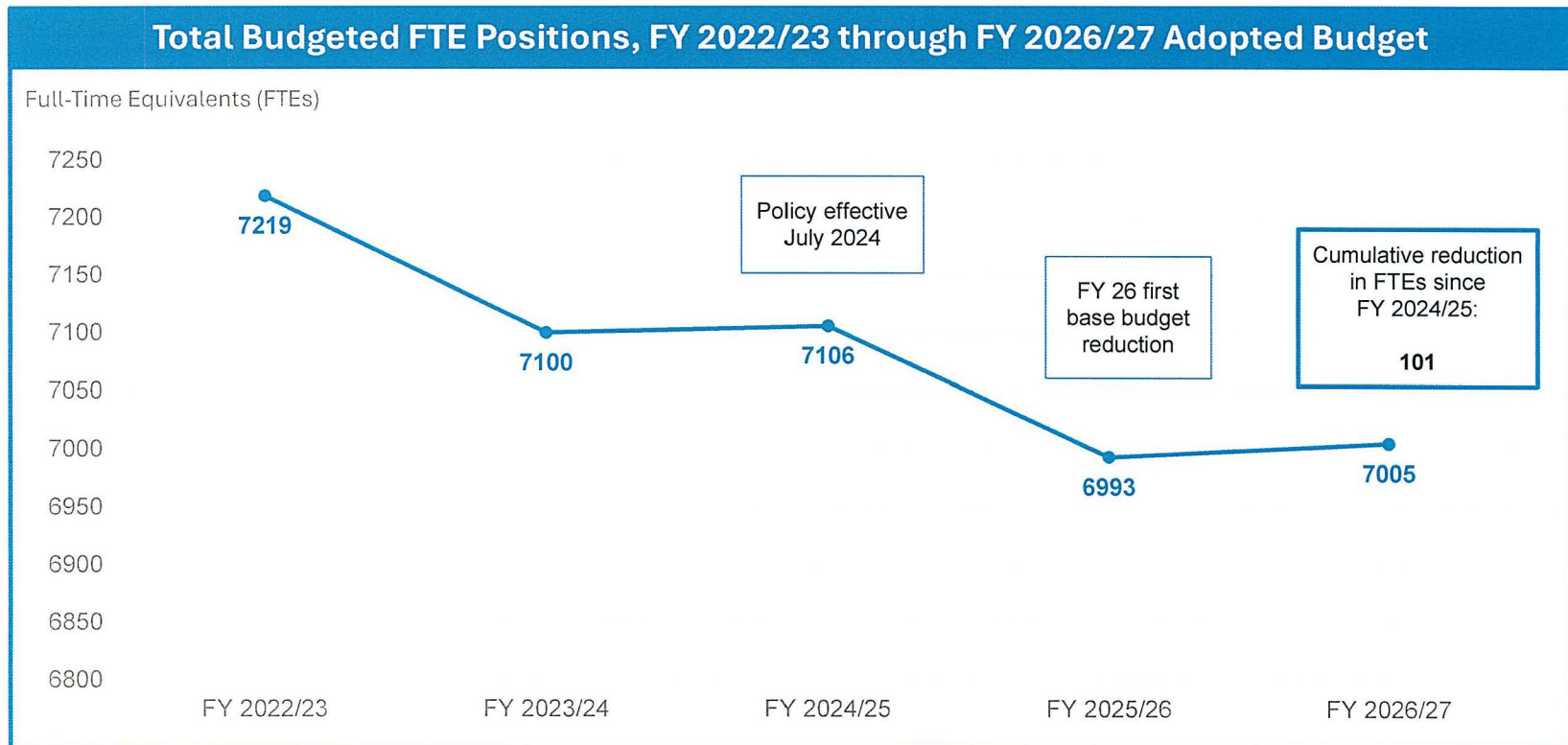


74
positions
eliminated



\$805K
transferred to
General Fund
Contingency

Change in Budgeted FTE Positions



Staffing: Budgeting & Monitoring

Annual Budgeting

Supplemental Budget Request Process

- New, expanded or mandated positions
- Discussion with DCA & County Admin

Review meetings for Requested Budget & Supplementals

- Includes current number of budgeted, filled, and vacant positions
- Explanation of programmatic needs

Future Option for Additional Review

- Require justifications for requests to maintain vacant positions in budget discussions?

Monitoring Throughout the Year

Monthly forecasting

- Updates on spending include vacant positions

Quarterly Vacant Positions Report as described in this presentation

County Admin Staffing Considerations

Service needs and workload

Recruitment and retention

Fiscal impact and sustainability

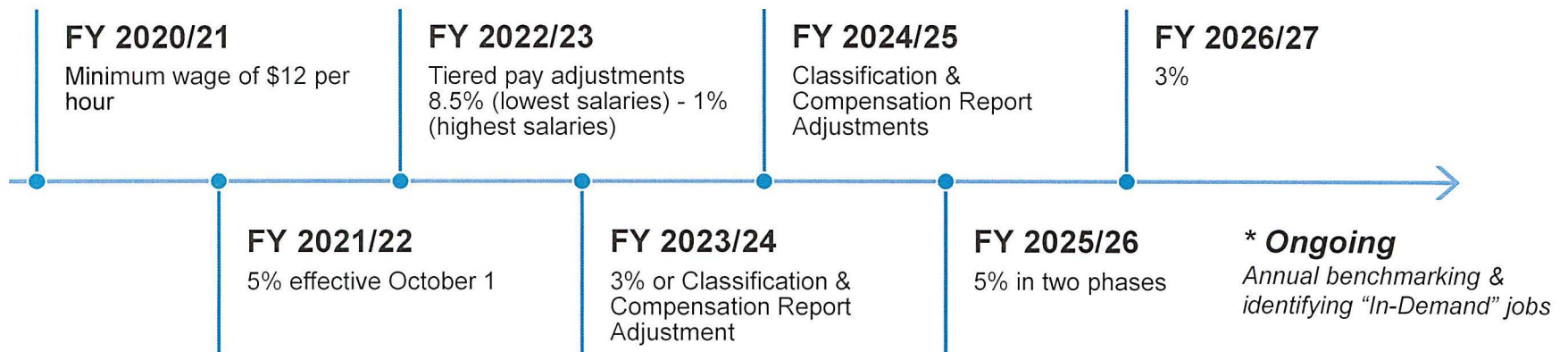
Existing resources

Alternative solutions

County priorities

Employer of Choice

Strategic Compensation



Employee Benefit Package

Childcare Assistance
Educational Assistance
Employee Loan Program

Flexible Work Schedules
Paid Leave Bank Expansion
Parental Leave Benefit Expansion



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