BOARD OF SUPERVISORS' STUDY SESSION MEETING MINUTES

The Pima County Board of Supervisors met in a study session at their regular meeting place in the Pima County Administration Building (Hearing Room), 130 West Congress Street, Tucson, Arizona, at 1:00 p.m. on Tuesday, July 14, 2026. Upon roll call, those present and absent were as follows:

Present:	Jennifer Allen, Chair *Dr. Matt Heinz, Vice Chair Rex Scott, Member **Steve Christy, Member Andrés Cano, Member
Also Present:	Jan Lesher, County Administrator Sam E. Brown, Chief Civil Deputy County Attorney Melissa Manriquez, Clerk of the Board John Stuckey, Sergeant at Arms

*Supervisor Heinz joined the meeting at 1:26 p.m. during Executive Session.
**Supervisor Christy participated remotely.

1. **CONVENE TO EXECUTIVE SESSION**

It was moved by Chair Allen, seconded by Supervisor Scott and carried by a 4-0 vote, Supervisor Heinz was not present for the vote, to convene to Executive Session at 1:13 p.m.

2. **RECONVENE**

The meeting reconvened at 2:48 p.m. All members were present.

EXECUTIVE SESSION

3. Pursuant to A.R.S. §38-431.03(A)(3), for legal advice and discussion regarding the filling of the Pima County Treasurer vacancy and related matters.

This item was informational only. No Board action was taken.

4. Pursuant to A.R.S. §38-431.03(A)(3) and (4), for legal advice and direction regarding former County Treasurer allegations and ~~investigation~~ **inquiry**.

This item was informational only. No Board action was taken.

5. Pursuant to A.R.S. §38-431.03(A)(1), for discussion or consideration of employment of a public officer, regarding the County Administrator position.

This item was informational only. No Board action was taken.

BOARD OF SUPERVISORS

6. The Board of Supervisors on June 9, 2026, continued the following:

Staffing Processes and Vacancy Policy

1. Discussion with County Administrator and Deputy County Administrators as to how staffing requests are analyzed and discussed with elected officials and department directors during the annual budgeting process. Also, discussion with same as to how staffing is discussed and monitored by administration throughout the rest of the year.
2. Discussion with County Administrator and Deputy County Administrators regarding the existing vacancy policy, how/why its current version was developed and if revisions to the current version should be considered. (District 1)

It was moved by Supervisor Scott, seconded by Chair Allen and unanimously carried by a 5-0 vote, to continue the item to the Board of Supervisors' Study Session Meeting of August 11, 2026, and if a Board Retreat was scheduled around the beginning of the new budgetary process, that this item be included on that retreat.

Supervisor Scott stated that in preparation of the August Study Session he asked that staff prepare slides that addressed both the vacancy policy and the staffing questions that were listed.

7. **Board of Supervisors Representative Updates on Boards, Committees and Commissions and Any Other Municipalities**

Supervisor Scott stated that the Board of Directors for the Chamber of Southern Arizona held a meeting on July 13, 2026, where they received updates on Project Swift and there had also been a discussion on the Regional Economic Growth Initiative.

Chair Allen stated that the Executive Committee of the Southern Arizona Education Council (SAEC) held a meeting earlier on this day and although she was not a member of that committee, staff from her office had been able to attend and observe that meeting. She stated that they discussed and approved their Fiscal Year 2026/2027 budget, there had been a program report that highlighted upcoming events for the year, a resolution was passed that removed Santa Cruz County from the formal governance and membership structure of the SAEC, and a resolution of the Council in opposition to the 2026 legislative ballot referrals that affected the educational welfare and well-being of learners, educators and the institutions that served them had been voted on and approved. She added that the Arizona Border Counties Coalition had not met since their last meeting.

This item was informational only. No Board action was taken.

8. **PLAZA Mobile Market Presentation (UA Garden Kitchen)**

Discussion/Direction: PLAZA Mobile Market, a program of the UA Garden Kitchen, is an affordable mobile market that supports both access to fresh local foods in under-resourced communities and economic development for small local farmers, including mostly refugee farmers. Historically providing weekly mobile markets at both the Valencia and Quincie Douglas Pima County Library locations, PLAZA Mobile Market is under threat of going away entirely because of the cuts to the SNAP-Ed program in HR1, the One Big Beautiful Bill. Presentation from Jenn Parlin and Meredith Glaubach of the UA Garden Kitchen regarding the history of this impactful and unique program, current challenges, and the road ahead. (District 2)

(Clerk's Note: See the attached verbatim related to this item.)

This item was for discussion only. No Board action was taken.

COUNTY ADMINISTRATOR

9. The Board of Supervisors on June 9, 2026, continued the following:

Pima County Climate Action Update

Update of Pima County's Climate Action Plan, as requested by the Board of Supervisors.

(Clerk's Note: See the attached verbatim related to this item.)

This item was for discussion only. No Board action was taken.

10. **Update on County Initiatives to Address Homelessness and Public Safety**

(Clerk's Note: See the attached verbatim related to this item.)

This item was for discussion only. No Board action was taken.

COMMUNITY AND WORKFORCE DEVELOPMENT

11. **Prosperity Initiative: Measuring Progress**

Update on the Prosperity Initiative measurement of progress.

(Clerk's Note: See the attached verbatim related to this item.)

This item was for discussion only. No Board action was taken.

FINANCE AND RISK MANAGEMENT

12. **Monthly Financial Update**

Discussion regarding a monthly financial update on the County's financial performance.

(Clerk's Note: See the attached verbatim related to this item.)

This item was informational only. No Board action was taken.

13. **ADJOURNMENT**

As there was no further business to come before the Board, the meeting was adjourned at 4:28 p.m.

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CHAIR

ATTEST:

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CLERK

BOARD OF SUPERVISORS

8. **PLAZA Mobile Market Presentation (UA Garden Kitchen)**

Discussion/Direction: PLAZA Mobile Market, a program of the UA Garden Kitchen, is an affordable mobile market that supports both access to fresh local foods in under-resourced communities and economic development for small local farmers, including mostly refugee farmers. Historically providing weekly mobile markets at both the Valencia and Quincie Douglas Pima County Library locations, PLAZA Mobile Market is under threat of going away entirely because of the cuts to the SNAP-Ed program in HR1, the One Big Beautiful Bill. Presentation from Jenn Parlin and Meredith Glaubach of the UA Garden Kitchen regarding the history of this impactful and unique program, current challenges, and the road ahead. (District 2)

Verbatim

JA: Chair Allen
MH: Supervisor Heinz
SC: Supervisor Christy
AC: Supervisor Cano
JP: Jenn Parlin, Interim Director, Pima County Cooperative Extension
MG: Meredith Glaubach, Local Foods Coordinator, The Garden Kitchen

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JA: Then we are going to move on to Item No. 5. This is the PLAZA Mobile Market Presentation and I believe we have some guests. We have got Jenn Parlin and Meredith Glaubach. And I will note. So, we allocated 15 minutes for this item with the expectation of a presentation of hopefully less than ten, so that is half discussion, half presentation. So please go ahead.

MG: Okay. Good afternoon. My name is Meredith Glaubach. I am the Local Foods Coordinator for The Garden Kitchen, and I am joined by Jenn Parlin, who is the Interim Director for the Pima County Cooperative Extension. And we also have our partners here from the International Rescue Committee and the Valencia Library. And next slide, please. So, some somber realities to ground us in before we start. As we know, Arizona leads the country in kicking folks off of SNAP this year, at least 400,000 people have lost this critical benefit. We also know that a lot of Arizonans struggle with diet-related diseases, and access to fresh fruits and vegetables can help those dietary habits, which we know impacts those diet-related diseases. Next slide, please. So, it is with this information that we have developed, PLAZA Mobile Market, that stands for Promoting Local Arizona Agriculture Mobile Market. This market has been in effect for over two and a half years now. And we marry both food access, as well as support for farmers. And so, we buy directly from small, marginalized farmers, most of whom are in Pima County, many of whom are refugees. And we buy at prices that they help set. So, we are doing fair market pricing for them. We aggregate that produce with goods from other local businesses and specialty crops, and then we bring that to low-income communities where we sell that produce for about half a fair market price. And we also offer nutrition assistance benefits. And this market serves as a social and cultural hub. So, people come together, they connect over produce, and they connect over culturally relevant items. Next slide, please. So, we spent about two years researching this program. We did deep community engagement, and we have done focus groups and interviews with both low-income individuals and farmers. And through that process, we have placed the markets at locations where people are already locating. So, for us, that has been the library system. We have reduced prices because we know that folks need affordable food. And so, we both do that reduced price as well as government-assistance benefits. And we also heard from folks that they did not feel like they belonged at traditional farmers markets. And so, we have made sure to have bilingual staff. We have really built vulnerable relationships with our customers and people, without us prompting, have told us they feel like they belong. They feel like they are at home at the market. Next slide, please. The program is deeply aligned with the Prosperity Initiative. It is doing neighborhood development, neighborhood improvement, excuse me, by creating an environment where folks can come together. It is positive. It is a third space for folks to gather. And they not only can access this beautiful produce, but they also can connect with one another. We are doing small business development through our work with small farmers. And so, we help with things like crop planning, we give harvest recommendations, and we do other technical assistance. We are also decreasing household expenses, by that reduced costs of our produce, and by providing a plethora of government assistance benefits. Next slide, please. And we already work deeply with Pima County. So, as mentioned, we locate both of our markets at Pima County Public Libraries at Valencia Library, as well as the Quincy Douglas Library. And we have Pima County Health Department Community Health workers come to the market so they can offer wraparound services, in addition to the food security support that we help with. And we also work directly with the REACH Department of the Pima County Health Department. Next slide, please. The impacts of this program are too vast to put on one slide, but some highlights is that we have sold about 15,000 pounds of produce through the duration of this program, most of which, excuse me, 15,000 pounds of food, most of which is produce. We have served 40% of shoppers who are using nutrition-assistance benefits. A major benefit is FMNP, and through our partnership with the library, we have made sure that folks have access to $30,000.00 of free vouchers for fruits and vegetables, and that particularly goes to WIC families, as well as low-income seniors. We have served 4,200 visits, many of which are from children. And so, we are making sure that folks know where their food is coming from. And something I am really proud of is, in November of ‘25, when we knew that SNAP benefits were at such risk for folks, we were able to step up and really immediately change our model. And so, we started sourcing from northern Arizona farmers. We sourced protein for the very first time, and that month we were able to over triple the amount of food that we were getting to folks as compared to the month before. That month, 80% of our sales were from nutrition-assistance benefits. We know it is likely that we will have other health and climate crises, and it is critical that we have programs that can respond to that moment

JP: Next slide, please. PLAZA Mobile Market was originally funded by SNAP Education grant through the federal government, but that program was defunded with the passage of H.R. 1. After that, we were competitively selected by Arizona Department of Health Services to continue with carry-forward funding until August 30th of this year. After that, we had been included in the Racial and Ethnic Approaches to Community Health grant application with the Pima County Health Department, but because of federal changes that look very likely, this is also at risk. We have been recommended for Outside Agency for the first year, this year, and we have received CDBG funding, but those are both in limited basis. Next slide, please. We are here seeking bridge funding from the County to support the program until other potential funding sources reopen. And we have three investment scenarios for you to consider. Next slide. The Sustain Investment Scenario protects programmatic infrastructure created over the last four years, retains the markets in Districts 2 and 5, and retains technical assistance for small farmers and our leadership work with the Pima County Food Alliance, while also supporting the development of a diverse funding strategy. Next slide. The Expand Investment Scenario increases PLAZA Mobile Market from 2 to 4 markets weekly, by adding one market in District 3, one market in District 5, and rural pop-up markets. County support expands access to affordable, nutritious food while providing the foundation for long-term program sustainability. This investment provides approximately 8,000 additional pounds of produce to new areas of the County and is projected to serve about 2,200 additional duplicated constituents per year. Next slide. The last investment scenario transforms PLAZA Mobile Market into a County-wide food-system initiative serving all six, excuse me, all five Pima County Districts, including one market in every District and two in District 5, for a total of six markets weekly. It also establishes a Produce Prescription Program connecting eligible patients with affordable local produce, a Value-Added Foods Program providing kitchen, commercial kitchen access and technical assistance to small farmers and small-food entrepreneurs in the County and the implementation of the Nourish & Grow nutrition education and community leadership model. Next slide. We would be happy to provide any additional information that you may need or answer any questions you may have. We also have our partners here, in order to answer any questions that you may have.

JA: Thank you.

SC: Madam Chair?

JA: Supervisor Christy.

SC: Yes. You mentioned in your presentation that you have or are working on a diverse funding strategy. How much of the contribution to your efforts is being provided by the City of Tucson, and how much?

JP: Supervisor Christy. We are currently not receiving any funding from the City of Tucson.

SC: And that is because?

JP: And that is because when we had gone through the defunding and then the carryover funding, we did not apply for the CDBG through the City of Tucson, but certainly that will be part of our diversification in the future.

SC: Thank you.

JP: Sure.

JA: Supervisor Heinz.

MH: Well, first of all, I really appreciate you coming here and presenting this to us. I was very impressed when I visited, actually, technically District 5. Wait, no, I was in District, yeah, I was in District 5, yeah. So, it was really great to meet some of your customers and some of the farmers who were there. It was a great experience. And this is the kind of thing that really concerns me, so much, like, thought and innovation and creativity went into making this happen. We have to all be thinking about a time when there will not be a Trump Administration and there will not be the effects of H.R. 1, and we have to, I believe, we have a role to protect the things like this that are, you know, we have University of Arizona involved, we have got the library system involved, we have got the Pima County Health Department involved. And you are, in fact, recommended for funding that we just think the Feds are going to probably pull out from under us. So, these are the kinds of things that I think are so important for us to know about and that do warrant our consideration for that type of bridge funding, because it is not a forever grant, it is like a get us to 2027 or ‘28, whatever, right, so, I really appreciate you, what you did, do every day, and thank you again for being here. And if my colleagues have any questions, of course, I invite them to step up.

JA: Do my colleagues have questions? I am curious, and I am not going to get this, what the acronym means, but have you applied to our STCER, sort of emergency grants that the County has rolled out? I think we have had two rounds, and then a third should be coming out in the next, I think we sort of loosely said in the Fall, if I remember right, have you applied for those in the past?

JP: Supervisor Allen we have not applied for those, really only because we were in for this REACH funding and we did not want to take away from anyone else. I know it is a limited pot and there is a lot of need. And so, we were going to be fully funded for our staff through this other federal opportunity. And so, we did not apply for it. We have certainly reached out to the managers of that grant now, to get in touch with them, to make sure that we qualify, because we are not emergency foods. People do pay for the foods, even though it is at a reduced cost. So, we are waiting on answers back from them to make sure that we will qualify for that funding, and then we will certainly apply for it.

JA: Thank you. Alright. Supervisor Cano.

AC: Thank you, Chair Allen. Much appreciation for all of the incredible work you are doing to keep families in Pima County fed. I look forward to additional partnerships with the County at a later time. As I mentioned, I am paying close attention to what kind of diversified funding streams we can ask anybody requesting taxpayer, County taxpayer dollars to be able to leverage with public-private partnerships. And so, and the direction that I believe I provided from District 5 at our last meeting with the Short-Term Emergency Crisis grants, is that I am going to be really open to providing some support closer to the October/November time frame, because that is when the full effects of H.R. 1 will start to be implemented. I recognize that that challenge, that the challenge with that time frame is that that is kind of when you are about to not be able to keep services going throughout Pima County. So, I am open, paying close attention to how we can diversify funding sources as well, and also respond to the crisis before us, which is from what I remember at this last Study Session, 60,000 kids no longer with access to nutrition, as a result of some of these changes. That is not adults, that is just kids. So, the work that you do is critical and I appreciate the information today.

JA: Well, thank you. Appreciate the presentation and for being here.

JP: Thank you so much.

COUNTY ADMINISTRATOR

9. The Board of Supervisors on June 9, 2026, continued the following:

Pima County Climate Action Update

Update of Pima County's Climate Action Plan, as requested by the Board of Supervisors.

Verbatim

JA: Chair Allen
MH: Supervisor Heinz
JL: Jan Lesher, County Administrator
SD: Sarah Davis, Senior Advisor to the County Administrator

JA: The next item is Item 6. This is also Unfinished Business from previous month. This is an Update on the Pima County Climate Action Plan.

JL: Thank you, Chair Allen, and we do have Sarah Davis with us today, who is coming up to the table to walk through an update on the plan. Thank you.

JA: And I will note that we allocated 20 minutes for this, so, thinking ten minutes presentation, ten minutes discussion.

SD: Madam Chair, members of the Board, Administrator Lesher, thank you very much for having me here today to discuss a couple of items on our, one of our Summer Climate Action Plan updates for Pima Climate Action Now. So, as the slides are getting up, we will move to the first slide, please. So, several memos underpinned the detail of the work completed by the Climate Action Working Groups for purposes of this update. Specifically, today's presentation will center on the Water Working Group, which is an interdisciplinary working group within the Climate Action Team, facilitated by Pima County Regional Flood Control District, but also with our Regional Wastewater and Reclamation Department, Facilities Management Department, Project Design and Construction, Department of Environmental Quality, Development Services, Conservation Lands and Resources, and Parks and Recreation. And the work underpinned by that department really oversees the County's efforts on water supply enhancement, demand management, enhancement of sustainable use of effluent, and innovative strategies to connect our water and landscape strategies, such as green stormwater park infrastructure. The presentation will also center on an update regarding the County's heat policies, as requested in the May 12th Board of Supervisors' Study Session. Specifically, our Administrative Procedure and our Heat Ordinance for our contracted workforce heat safety policies. So, and then we will go into a high level brief on our August discussion items with the County Board of Supervisors and our regional activities. Next slide, please. So, first and foremost, we will talk about the activities under the

Water Working Group, specifically around enhancing water supply, demand management and kind of future innovative strategies with effluent. I really want to underscore the work done by Regional Flood Control District in this area, with enhancing water supply, specifically, with green stormwater park infrastructure. The Flood Control District now has completed seven stormwater parks, the most recent in District 2, with the Julia Keen opening of the stormwater park on May 12th. Some of the pictures here show the development of that park and how some of the stormwater infrastructure has been built and completed. I want to really talk about the incredible portfolio of the stormwater park sites and choosing and designing each site using several data and geospatial strategies, including flooding conditions, heat vulnerability, heat indices and heat islands, tree canopy, and census tract data, specifically, social vulnerability indicators, alongside substantial community involvement and neighborhood involvement in the development of these parks. It really is impressive what that team does, and I am neither an engineer nor an architect, so I am probably not doing them justice, but provided in that memo is really some of the innovative work that has been done to design each of these stormwater parks listed here, specifically, Seneca, Richey, Cherry Avenue, Las Vistas, Elvira, Peter Howell, and now Julia Keen. Two parks that are active and in development are the Wa:K Park, which is in partnership with the Tohono O'odham and the Amphi Stormwater Park, which I believe is in District 3, which is in development and in the community engagement phase. Additionally, I want to underscore that the U of A partnered with our Regional Flood Control District team to do a stormwater park evaluation, determining that these are not only effective at stormwater capture, but reducing potable water use and developing natural vegetation and enhancing our landscape strategies through tree canopy and other native vegetation items. The other report that will be available on the Pima Climate Action Now website is the detention basin work on the Rita Ranch Detention Basin. The pilot was brought to the Board in a previous update last year, and in the first year of data collected from the Rita Ranch master-planned community, that site captured 23.3 acre-feet of stormwater, which is substantial. And so, we will continue to bring updates on the detention basin work, in addition to the stormwater park enhancements for groundwater stormwater use. Next slide, please. The next thing we will talk about is demand and effluent. So, I will start with the not great news first. So, while we have seen enhancements over our County demand of water use in our managed facilities, such as the downtown footprint, enhancements to air chillers, and improvements to fixtures and equipment across our County buildings, our overall water use was up in the County by 22%. That is in part due to two leaks in, outside of actively managed facility environments. But I want to underscore what we have learned from this, and I think data is always good, and how do we do better? And so how are we looking at data on our water use management, smart metering on sites that are not actively managed, such as our outside conservation lands, our increased use of parks, but how are we also incorporating data about longer, hotter summers, enhanced use on air chillers? How are we activating recreation spaces and increased fields and water use on that and how are we promoting effluent to those priority areas as we look at the increased water use over the total County portfolio. So, that being said, there is also a lot of really good news to say here. I want to highlight the pictures here, which is the Kino Stadium District and Sports Complex, which has completed its water optimization project, which now uses a combination of effluent and stormwater to put water on all of its site, and that has the anticipated savings of the equivalent of 30 acre-feet of potable water, which is 90 households. We also have effluent at Arthur Pack, and all of our libraries are using artificial turf, xeriscaping, and water containment for desert vegetation. Next slide, please. So, looking forward, there is a series of things that the Water Working Group is really engaged in and part of that is the Board directive for economic development and water use on economic development projects and other opportunities for large water uses and where we can strategically use effluence, such as recreation, golf courses, those sorts of components. We are also really monitoring the front runoff recharge projects and doing green stormwater quantification projects. And I want to underscore that all of these priorities are in alignment with the Floodplain Management Plan, Pima Prosper's water chapter, and how we align data across these chapters for priority areas. Next slide, please. So, next we will talk about heat and workforce and what we, this is a timeline that is very robust, but I wanted to just get us back to 2024 when this all got started and the Board directed the exploration of a heat policy and a heat ordinance. And so, that came to fruition through a resolution and substantial public input gathering across not only County operations, but the community. This included feedback gathering from focus groups with labor unions, the business community, the County staff, and resulted in the development of two major policies for County operations, heat safety and our workforce ordinance, which was passed in August of 2024. One notable thing when we circulated the policy for Board consideration, we did a public comment period and our Attorney General also provided public input on the County's ordinance. The County is the first County to do a local ordinance, and we worked hand-in-hand with our City of Phoenix partners and City of Tucson so that all of these ordinances were in alignment with each other, because that was some substantial feedback that we got from the community. Next slide, please. The second year, and I will remind everybody that part of the reason that local jurisdictions took this on was there was an absence of standardized heat safety policies from a national level and a state level. So, year one of these heat ordinances and local policies in 2025, the state started directing some interdisciplinary action to explore statewide heat policy. City of Tucson and Pima County continue to explore options to evaluate and bolster our local policies. I will tell the Board that we not only have substantial training plans, the County has deployed a website for businesses, whether they are contracted with us or not, to develop their own heat safety policies. And we have 1,700 contracts issued and no third-party complaints about heat safety policies. What we are thinking in a forward looking way, since the state nor national policies have been developed, is how do we continue to work really closely with the Industrial Commission and the Arizona Department of Occupational Safety and Health (ADOSH) to look at violations, heat safety opportunities. I will say a lot of our contractors are incredibly proactive in working with us, and we have had businesses in the community that are not contracted with us, who have reached out on how to develop heat safety plans. Next slide, please. For waste and materials, I will just give a big shout out to a bunch of teams that put together a surplus pop-up event, which donated over 2,000 pounds of office supplies that were otherwise headed to the landfill, valued at an estimated $25,000.00, to be redistributed across the County operations. And I think that that is just really like through the excitement of not only the Green Stewards, but County departments and really managing our own waste and materials. This was an organic event that was facilitated by Department of Environmental Quality, Facilities Management, and Project Design and Construction. Huge success, really cool project. Next slide. So that is it for this update. I will say the August Board of Supervisors' Study Session will be talking about landscapes and our 10,000 tree planting strategy, our invasive species administrative procedure and connection to the Wildfire Mitigation Plan, and we will update the Board on the Tucson Electric Power Integrated Resource Plan and the impact on our energy assessment going forward. And there are ways to get involved through the Green Stewards. So, without further ado, I will pivot to questions. Thank you.

JA: Supervisor Heinz.

MH: Thank you. I was actually at the opening for the Julie Keen Stormwater Park. That is, I mean, it just completely just redid the neighborhood. I mean, they were so thrilled. It was really a fantastic project. So, I am glad you mentioned that. Also on the water use situation, how much of that 22% increase that you cited do you think can be attributed to the two leaks outside of like those two outside leaks? I am just curious, like, how big of a problem is this?

SD: Chair Allen, Supervisor Heinz, members of the Board, I will get further detail on that. We know the majority was attributed to two major leaks on property that is not actively looked at, but we are looking at smart water, smart metering for some of those sites that are not actively managed, like the downtown portfolio, for example. So, I will come back to the Board and get an answer to that. In terms of what proportion. We also do know that some proportion was an activation of additional recreation spaces and longer, hotter summers. So, I will work with our teams to get an answer to that.

MH: Thank you. I am just trying to make sure if we should be freaking out or just pausing and figuring out like, how much of that is really an increase or just kind of a bit of a confusion? Yeah, thanks.

JA: As a follow up to that, can you quantify what that is? What the 22%, the leak was in terms of gallons or acre-feet?

SD: Chair Allen, it was a roughly about 148,000 kilogallons so I can convert that to acre-feet, but the leaks have been addressed. So, if that is a point of consolation, when we know better, we do better. And there is ways that we can implement metering into this. I think it was a good opportunity for us all to...

JA: And then I think I also saw there was a memo that came in recently about facilities and I am blanking on the number, but just, you know, just to not end on a sour note around the leakage, but can you remind us of what the savings was. It was energy reduction?

SD: Yes. Chair Allen, members of the Board, there was substantial savings, not only, the memo underscored the return on investment of a few million dollars projected with our solar investments and our enhancements to water use. Because I want to clarify, while overall County operations was up, our managed facilities was down 15%. And so, enhancements to the way we cool, the way that we have fixtures and equipment across our County properties, that has all seen a dramatic improvement.

JA: I have a couple of other questions around the heat ordinance. Do we have a sense of how many contracts, I understand that we, there are now 1,700 contracts that are part of our heat safety act. Do you have a sense, are there contracts that do not have the heat safety requirements as part of them, or have they all been brought in?

SD: Chair Allen, members of the Board, we will have to get back to you on that because of the timeline of when it was implemented at that September implementation period, contracts and amendments from that point included the heat safety clause. So, I will have to look with our Procurement Department to see how many were already implemented before the, so, we will provide that information back.

JA: And I guess just preemptively, you know, if that number, if it includes contracts where employees are working outdoors and exposed to heat, I guess my request is can we work to bring them in and do an amendment to those contracts so that it is, you know, explicit, the expectation and the protections for workers? I would also just like to understand a little bit more about the, I noted, right, that there has been no third-party complaints. And, you know, we can take that in two different ways. One is, oh, great, everybody is in compliance, our materials are just doing what they should do. Yeah, we could just go with that. Or there is the other path, and it is probably a mix of the two, that people are not filing complaints. And, I guess I am curious if there are things that we have thought about or done or could do that might encourage complaint filing. And if we have contemplated or maybe already done an education campaign about filing complaints and that, in fact, you know, filing a complaint is what makes us stronger and it works, makes workplaces safer or whatever the message is. But, I am just curious about what has been done to date to try to encourage complaints to be filed.

SD: Chair Allen, members of the Board, one component of the heat safety plan and the language of the ordinance does underscore how to create a heat safety plan. And included in that is a bullet on who and how to file complaints, and that the heat safety plan needs to be available in accessible areas, in multilingual formats. So that is one component. The other component is that there is just a very big gap in data around this, not only how people are interfacing off of a work site and whether they present in a medical emergency, and it is tied to a work site. And so, the Health Department, County Administration, and several of our community partners are really trying to tackle this from a regional level. And that is part of the reason we are working to become better in touch with our Industrial Commission and our Arizona Department of Occupational Safety and Health to look at the types of complaints that are coming in from work sites. The other thing, proactively that we have thought of, if we do not know if complaints are coming from a County worksite, for example, that the Industrial Commission and ADOSH could be conduits to pass on the heat safety plan materials as they are investigating, because those materials are publicly available. And we, having the public health authority and working with national alignment standards. So, we are working to kind of tackle that. It is a data gap, but we are trying to be as proactive as we can about it, and we will continue to update you as that evolves.

JA: Last question. So, I understand that ADOSH has not adopted the recommendations from the task force members, even though a number of them, the majority had requested that they adopt them formally. So, I think my understanding is that what that then means is that they are a set of suggestions that Arizona employers can choose to implement or not. So, I would hope that we could call on ADOSH to begin the rulemaking process to ensure that there is true accountability like defined measures in place, so that when employers fail to protect employees, it is sort of outlined what the process and the expectations are.

JL: And if I may Chair Allen, just a reminder, we are about two weeks away from needing all the materials in to develop our legislative agenda, working with CSA, and this would be a good item…

JA: Yeah, it does.

JL: …for us to put on that list. Thank you.

JA: Alright, noted. That is all I have.

SD: Thank you.

JA: Yeah. Thank you.

COUNTY ADMINISTRATOR

10. **Update on County Initiatives to Address Homelessness and Public Safety**

Verbatim

JA: Chair Allen
RS: Supervisor Scott
MH: Supervisor Heinz
SC: Supervisor Christy
AC: Supervisor Cano
JL: Jan Lesher, County Administrator
CK: Chad Kasmar, Deputy County Administrator
PP: Paula Perrera, Director, Detainee and Crisis Systems
DJA: Dr. Jeffrey Alvarez, Medical Director, Detainee and Crisis Systems

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JA: Next on the agenda is Item No. 7. This is an Update on County Initiatives to Address Homelessness and Public Safety.

JL: Thank you very much and today we have, we are going to be talking about the Detainee and Crisis Systems. Paula Perrera, the Director and others, and Dr. Jeffrey Alvarez, the Medical Director, and a couple of others from the team who I know Paula will introduce.

JA: You can come on up.

JL: You thought you were getting out of it. No, no, no.

CK: We will also welcome Deputy Director Linda Everett and Supervisor Keith Jeffery to the table.

PP: Good afternoon. I think most of you, if not all of you, know who I am. I am Paula Perrera. I am the Director of Detainee and Crisis Systems. With me, I have brought Keith Jeffery, who is the Program Manager of INVEST, Dr. Jeffrey Alvarez, who is our Medical Director, and Linda Everett who…

SC: Madam Chair, could we have the speaker speak into the mic a little better?

PP: And Linda Everett who is…

SC: …There we go…

PP: …the Deputy Director, she is over on the Detainee Systems. So, I guess we can just get started with the PowerPoint.

JA: Can I just note one quick thing is just that we, so, we allocated 20 minutes for this, since we are thinking ten minutes or so presentation and then Q&A.

PP: Absolutely. So, if we can start with the PowerPoint. Okay. So, our department initiated a randomized control trial that was INVEST. We started that program in 2021 with a DOJ grant of $1 million. And to date, there have been, we have served 1,370 people through the INVEST program, and 70% of people who have participated in INVEST have also participated in Freedom Management. And we know that participation in Freedom Management dramatically increases somebody's likelihood of success and prevents them from recidivating and getting their life back on track. Because of the randomized controlled trial, we learned several things, that we had significant reduction in the number of jail bookings. People spent fewer days in jail than they otherwise would have. We increased the ability to utilize, our participants ability to utilize resources and build supportive relationships, and we were able to reduce our participants stress levels around complying with their judicial criminal obligations. Based on those successes, the State Attorney General awarded us an additional $2.6 million to, that we utilized, to expand the number of people who could participate in INVEST. We also expanded our release, our jail-based release planning. One of the things that INVEST really taught us is that there was no release planning in the jail until we had INVEST. And so, we were able to identify specific populations that could most benefit from those types of services. Our jail-based release planning is not as intensive as INVEST, but we have expanded it and we were able to identify priority populations. We also added staffing to our jail-based medication-assisted treatment (MAT) program. Next slide, please. The study that we had done by, that was funded by the AG grant, we also had independently evaluated by LeCroy & Milligan, and one of the focuses of the AG grant was the 30-day recidivism rate. So, we found that people who were in our jail-based release planning that were low risk, meaning that they were not, they did not have as high a level of crime, that they were still felonies, but they were not, you know, they were not murder. They were maybe auto theft, or something, or DUI. So, we have a 2% recidivism rate with that population. We have a 3% recidivism rate for INVEST, who is also a very high-risk population. And for high-risk jail-based release planning, we have a 4% recidivism rate on a 30-day basis. On your slide, you will see a mention to the Transition Center and the control group baseline. I want to make, to clarify for the Board that those numbers are only people who are not, who have no domestic violence charges and who are misdemeanors. And so, they are a different population than the population that we serve in the jail. Our population tends to be more severe, the bad hombres as opposed to, you know, the guys who are shoplifting hot dogs. Important things that we should think about as we move forward is that most people in the jail have children. So, when we are implementing these programs, it has a larger impact than just the individuals who are directly in the program. It also assists their families and their children. Most of the people, we have learned, have learning challenges. Specifically, those learning challenges tend to be around things like substance-abuse disorder and what resources are available for them. Most people in the jail report having a mental health issue but not having a provider at the time of their booking. Also, half the people in the jail report that they will be homeless or face housing insecurities when they are released. I know there is a lot of discussion about opioids and opioid funding, but methamphetamine is the highest reported substance used by detainees in the jail. It has been our observation that the existing community treatment system, so that outside of the jail, is not well equipped for this type of population, people with criminal justice obligations, who do not have transportation, who do not have secure housing, things like that. Our community system just assumes people have one, you know, the ability to navigate complex systems, that they have the ability to transport themselves somewhere, they have a stable place to live. Our population really does not have any of those things. We have noticed that while resources are vital, without relationships, they are prone to misuse or abuse. And what I mean by that is that it is, you and I, you probably have a primary care provider that you have had for a while, and you have developed a relationship with them. They are familiar with you and what your needs are. The way that our existing system works for this population, well, not just this population, but for a lot of our AHCCCS population is that when they go see the doctor, they see a new doctor every time they are going to the doctor. And so, it is very difficult to establish those relationships and have your provider know who you are, what your needs are, and how best to address those needs. And I will turn it over to Dr. Alvarez to talk about opioid.

DJA: Madam Chair, members of the Board, the second part of this presentation was really to talk about overdose deaths in the community and what their justice involvement might have been prior to their death. What got me to look into this, really, was the data out there, when you look up online, are variable depending on the areas that you live in in the country, the amount, like, proximity to the border, a lot of different things, but you will see numbers that are huge. And it gets really confusing when you are trying to make decisions as a community, what to do about the overdose deaths. If you do not know, well, what are our numbers? What do they mean? Upwards of 80% was some of the numbers I was seeing that people with justice involvement at any point in their life and then and up to 40% or so within the last year of their life before that overdose death. That is some of the numbers that you see across the country that were there, you could just publicly look and see. What I did was looked at just Pima County. So, I got off the Medical Examiner's list of all the deaths in Pima County, not the ones for other counties that the Medical Examiner works off, I just looked at Pima County, took all the opioid-related deaths to be fentanyl, heroin, methadone, and any opioids, even prescription opioids, and made sure that I was comparing apples to apples with what the Medical Examiner was showing, and then looked every patient up from 2025 and 2026. So, the numbers you are seeing right now on the board are the calendar year 2025 and looked in our medical record, which will give you a five-year look back. So that is for their historical, were they ever in jail? Were they in custody? And then also then go narrow that down a little bit more, were they in custody a year before their death? To match that 80%, 40%. What I found was, really, Pima County is half of that number. They are 40% ever, and maybe 20% that within the last year. So, it is a significant difference from those numbers they are throwing around when you look up things online. And to me, that is something that really shows what you are already doing in Pima County by treating everyone in the jail. And you have been doing it for several years. That has, to me, says why you have that lower amount than what you are seeing in other communities, maybe, or in those bigger numbers across the country. So, when you look at the overall numbers, it is very small, like, especially if you think about the most critical, the people in the last two weeks before, like if they were in custody within two weeks of their death, that is like the special population, right? The ones that you will hear upwards of 24 times higher rate of overdose in a person leaving jail than a normal person in the community to overdose. Pima County's numbers are very low. You can see that just going down that value, there was only 10% of them. Ten of them, sorry, 4% that in the whole year of 2025. So, out of the 265 deaths in 2025, only ten of them were released from jail within two weeks. So, when you are thinking about where is it best to focus on, to improve overdose deaths in the community? Honestly, the Corrections part, on my side, is a small number than what it is for the community itself and people who are already out. Now, that does not mean that the inpatient stuff that we are doing while people are in jail, that is very important because that is the overall numbers are low because of that, but it tells me that where the focus is, is really now the community aspect. And what the Director said, it is the methamphetamine use, also. We do not have an answer for methamphetamine use, and a large portion of those in the Medical Examiner's report, public health reports, the reports that you see from us, we are seeing the same, that methamphetamine is a problem out there right now, more so, in all honesty, than the fentanyl, because we have answers to the fentanyl by giving people treatment and connecting them to treatment. The other is 2026. I took all the deaths also from the list for up to May, and then honestly, I think the slide goes through June. I was able to update that. So, your memo has through May, but the presentation slide has, I got it like last minute, so I put those in there too. The percentages are exactly the same. So, your numbers are running exactly the same for '26 as '25, 40% with a lifetime contact to the justice system, and only 20% in the last year, with only 4% within the two weeks if that optimum time.

PP: Next slide, please. So, some of the recommendations and a little bit of discussion. We want to, as a department, thank the Board for your generosity and continuing to fund our MAT programs and as well as other programs that we have running in the jail. I think that to give you an idea of how large our program has grown since its implementation, as of today, we had 709 people on MAT services in the jail. That is 41% of today's population, jail population. To provide MAT services to that number of people requires bodies, nurses, providers and through the Board's vision and willingness to fund us, we have been able to expand our program to include two prescribing providers, we have three nurses Saturday and Sunday, four nurses Monday through Friday, who are dedicated to the MAT med pass. So, that is not including, you know, people who need their insulin or their, you know, their blood pressure medication. So, it does take a great deal of staff to make it work. And our program just keeps getting bigger and bigger and bigger. So, the other thing that I think it is important to note is that we need to focus more on release planning services in the jail. We need to try and expand that as much as we can. We are never going to be able to see everybody who goes into the jail, because a lot of people get released within 24 hours or whatnot, and we just do not have the time to meet with them. But we would like to capture more people and at least offer them the services if we can. Currently, we have expanded, through our contractor, NaphCare, our release planning services to five release planners, plus a supervisor. And, that has been, it has demonstrated itself to be very valuable. And we are able to capture a lot more people, offer a lot more assistance to many people. In fact, we internally have moved one of our vacant positions to our release planning arm so that now we have two full-time employees that manage release planning and manage our contractor's release planning services to make sure that they, that our contractor is providing those release planning services in a way that is beneficial to the County and meets the County's vision. We are also improving our coordination with Probation, the Court, and the Public Defender's Office on how people are released from the jail and where they go upon that release, and trying to coordinate with them about what those defendants are going to need upon release and how we can manage transportation, set that up for them before they are released, manage their housing before they are released, manage their provider appointments before they are released. We actually schedule their appointments for them. We do not just refer them to go to La Frontera, they will help you there. We say no, on Thursday, whatever the date, this time you are going to go meet with this person. We actually are trying to introduce the defendants to their outside provider before their release so that they know who, you know, who Paula Perrera is when they are released. That will not be the first time they see me, when I arrive at the office. We would like to, we do continue to offer, reoffer treatment to those who initially refuse. Again, that is not always possible, if somebody gets released before we have an opportunity to circle back. We are in the process of continuing, really, to identify barriers to continuation of care in the community. We are encouraging our community partners to expand immediate treatment access for patients releasing from the jail. That is really a big barrier for people, is getting that immediate access to care. Transportation is also a huge problem. As I mentioned, a lot of these people do not have their own transportation, so they get on the bus. The bus is a source of their dealers, you know, that is where they can they can get drugs. So, it is a lot easier to just get the drug than go to the MAT clinic. And we ask for your continued support of our programs that align with One Pima and the Prosperity Initiative, such as INVEST in the jail-based release planning. Do you have any questions?

JA: Supervisor Cano.

AC: Thank you, Chair Allen, Director, appreciate all of the information. This is now my second update as a Supervisor on INVEST. I had just joined as a new member of the Board in your last report. First, I ask the County Administrator to work with the Director on any engagement that we need with the Attorney General's Office to say thank you for this near $3 million investment. I am reading between the lines that this grant has expired, and we need to continue INVEST in another form. And I would love for us to hold hands with our staff to be able to both acknowledge how far we have come with the program and also knock on Phoenix's door for additional support. My question is related to the intersection between your program and the Transition Center and the Health Department, particularly on releases. Can you kind of give us an idea of how your systems are speaking with one another?

PP: Sure. So, the Transition Center services a completely different population. The population that the Transition Center serves are one, misdemeanors, who are not booked into jail. They are not housed in the jail. Many of them do not even step foot in the jail. So, it would be a duplication of service for our release planners to refer somebody to the Transition Center, because we have already done all of that work.

We have already made all of the appointments. To send them then to the Transition Center would just confuse the message. So, we do not necessarily communicate with the Transition Center on our release planning services. We have been in communication with the Health Department on some of their initiatives in relation to MAT services in the community and their interest in that area. My understanding is that that program has not been fully stood up yet, but I am not, I am not privy. So, I do not want to speak out of turn as to, but that would be a potential area where we could refer individuals who are leaving the jail, who are on MAT to the Health Department's clinic, if and when that clinic is up and running.

AC: And, Madam Chair, one more question for the Director, if that is okay. I am curious, so, the funding for INVEST has ended, but we still have the two additional positions that you mentioned that we added, the MAT positions, are those County General Fund dollars that are continuing that, or are they tied to the grant?

PP: Chair Allen, Supervisor Cano, members of the Board, those are all now General Fund.

JA: So, I will, Supervisor Scott, but just flagging that we have hit our 20 minutes. So, as we go over, we are going to have to go under somewhere else.

RS: Thank you, Chair Allen. Can we go back to the slide with your recommendations?

PP: Chair Allen, Supervisor Scott, members of the Board, there are two slides.

RS: The last one, I apologize, the last one.

PP: Yes.

RS: There we go.

PP: Is that the right one?

RS: This is the one. Yes. It just seems not only from the information on this slide, but also on a previous one, that the recurring issue of warm handoffs remains a real challenge for people after they are released into the community. So, what is our plan, other than encouraging community partners and identifying barriers? What is our plan to reach out to other actors within the community so that we can have an actual path forward in terms of, not just emphasizing the importance of warm handoffs, but Pima County taking a leadership role in terms of encouraging those other partners, what needs to be done? And if that is something, that is a pretty big question, if that is something where we need to get back to the Board, I would welcome that, but I have been hearing about the issue of the struggle with warm handoffs since Dr. Garcia first gave me my introduction to the INVEST program and would just like to know what we are doing to encourage, not just encourage, but tell other people in the community, other actors in the community, what needs to happen moving forward, because I think we have the capacity and the credibility to offer a definitive plan.

PP: Chair Allen, Supervisor Scott, members of the Board, I mentioned that we hired a release planner that is a County employee, and we are adding another employee that is going to be also a County employee that manages release planning. Part of that position's job is to meet once a month with the health plans. So, Arizona Complete, United, Banner, and she is developing relationships not just with the health plans, but with all of the health homes, so that we have personal relationships with them so that we know them by name and we can call them up and say, hey, Jane, I have got Steve over here who has all kinds of issues, how can we work together? And so, we are developing those relationships. It is very difficult for Pima County to tell a health home how to operate or tell a health plan, how to operate, but we are doing our best to build those relationships so that they are responsive when we reach out

RS: Thank you very much. I appreciate that. I do not think, if that was mentioned earlier in your presentation, I missed it, but I did not think that it was, when you were talking about the responsibilities of the release planners. So, if I missed that, I apologize. I did not think it was mentioned in that much detail earlier in your presentation, but I would certainly appreciate any updates. I think the entire Board would, in terms of the work of those two release planners.

PP: Chair Allen, Supervisor Scott, members of the Board, we are happy to provide you, we have a report that comes out once a month that I can add the Supervisors to, that shows the, kind of a deep dive into what our release planners, we also have positions called corrections assisters, and they look at each detainee to determine what their insurance status is and to assist in getting that, if they do not have Medicaid or AHCCCS, completing those applications on their behalf so that when they are released their AHCCCS will turn on. We have that broken down by plan, but how many people, I am happy to send that to the Board so that you can know that. And you are correct. I did not go into that level of detail given our time constraints, and so I apologize if I glossed over

RS: No, you did not gloss over. I think that that is the whole purpose of study sessions, is for us to try and drill down into some of the more, some of the details of all of the different presentations that we get during study sessions. I had just one other follow up question, which is when I was first introduced to the INVEST program, what most impressed me about it was its peer-based component. And just wanted to know if you had any additional information in terms of the successes or insights from some of the peer-based approaches that are part of the underpinning of the program?

PP: Chair Allen, Supervisor Scott, members of the Board, I do not know if you watched KOLD last night, but there was an interview of our INVEST staff, as well as Dr. Alvarez and one of the people who were interviewed was a gentleman by the name of Javier Arvizu. He is now a County employee. He works for INVEST. He was an INVEST participant. So, he is a shining example of the success stories, we have many. I do not catalog them. I kind of feel like that is, like, that they are not show ponies to, you know, the participants are not there to, you know, dangle and say, look what we did. Our mission has really just been to help them be their best versions of themselves. But we do have in addition to Javi, we have other INVEST employees who are peers, who have been system involved, have had addiction. We, in fact, just yesterday in interviewing a release planner position that is going to be on the NaphCare side of the house for the supervisor position. That individual is also appear with lived experience and has justice system involvement as well. So, we try at every turn to make sure that we are staffing with people who have been there and who can relate and can also, frankly, see through some of the stories that our participants try and get away with and call them out on it and say, you know, I see you, I have been there, I know that, I know that behavior, that is an avoidance behavior and know exactly how to deal with it.

RS: I can understand the need to not spotlight any particular individual. I was just more interested in terms of how the peer-based approach, in general, is still an underpinning of the program. That was more the focus of the question.

PP: Appreciate it.

RS: Thank you. Thank you, Chair Allen.

JA: We are, we are over time. So, I am just going to toss out something I would love to discuss more and to just understand better, which is about the intersection between, well, first I should say your recommendations are great, I really appreciate the clarity and the succinctness to them. I think they give us, you know, kind of a to-do list of sorts to help support the expansion of the important work that you do. The thing that I was sort of thinking about with several of them is the intersection between, with the regional opioid settlement funds and that advisory committee and so I think I would just, you know, some other, you know, maybe a memo or a follow-up meeting to understand a little bit if there has been some intersection with, I think, whether it is the some of the RFP categories of the ROSAC funding, and if they have explicitly named people who are exiting the justice system and, you know, and whether or not and this might be kind of going towards DCA Holmes, if that is an area of kind of education that might be useful for the ROSAC group or folks who are already thinking about how to uniquely cater some of the investments from the opioid settlement funds to be able to address the needs of folks coming out of the justice system, if there is a lack of programs or if it is starting to get specified, the need for transportation to match services or to residential programs and ensuring that there is some good diversion programs as an alternative to going to jail. I think I just want to understand a little bit more of what that landscape is, and if there is more that can be done to utilize the opportunity that opioid settlement funds create and if the committee has thought about that some, long, yeah

PP: Chair Allen, thank you. We have, just so you are aware, some of the programming in the jail, and specifically the MAT programming, has used opioid settlement dollars to fund it. But as always, we are here to answer any questions that ROSAC or the Board may have and to assist in any way that we can

JA: Thank you. Supervisor Heinz

MH: Thank you, Chair. I think, and thank you for the information, really good to see you all here, I would like to see a future study session where we dig deeper into how to improve community treatment system, excuse me, to better serve the justice-involved population. And I think that should include, of course, at your recommendation, but I think, you know, Adult Probation, the Public Defense Services, Legal Defender, Courts, Detainee and Crisis System, seems like a good one, private sector partners also should be involved. I think that we could maybe make that another study session in a month or two, which would be great. Thank you.

JA: Well, thank you all. Appreciate all of your work and the report.

COMMUNITY AND WORKFORCE DEVELOPMENT

11. **Prosperity Initiative: Measuring Progress**

Update on the Prosperity Initiative measurement of progress.

Verbatim

JA: Chair Allen
RS: Supervisor Scott
DS: Daniel Sullivan, Director, Community and Workforce Development
HS: Dr. Helen Schaffer, Prosperity Initiative Manager, Community and Workforce Development

JA: The next item on the agenda is No. 8. This is the Prosperity Initiative: Measuring Progress and I will note that we dedicated 30 minutes to this, however, we are ten minutes behind schedule, so we are going to have to, you know, sort of adjust a little bit, be, you know, break schmake. Well, hello Director Sullivan, if you do not mind.

DS: Chair Allen, members of the Board, it is my great pleasure to introduce Dr. Helen Schaffer of the Community and Workforce Development Prosperity Office of Economic Mobility. She is going to be giving us a presentation measuring the progress for the Prosperity Initiative. So, with that, I would like to turn it over to Dr. Schaffer.

HS: Okay. Thank you, Dan, and Chair Allen, Supervisors, County Administrator. Thank you for having us again here today this month to talk about the Prosperity Initiative. If I could get the slides pulled up. So, today, just to briefly recap, you will recall that last month we were here talking about alignment. What alignment to Prosperity Initiative means, that it could consist of four different aims, broadly speaking, that we talked about how alignment may involve making sure that low-income families with children are prioritized, that they are served with effective programs and services, that those programs and services are streamlined, and that we include low-income families with children in our programmatic decision-making processes when we can. So, we are focused in on that last point again, effectiveness. So, how do we make sure that Prosperity Initiative is effective? And how do we assess progress both for the entire regional effort as well as at a programmatic scale? Next slide, please. And I want to frame this conversation in terms of a Prosperity Initiative policy cycle. So, just to put this in very simple basic terms, it is really the fundamentals of an evidence-based approach. We want to know what works, what to work on, do what works and keep doing what is working. Easier said than done, but those are the basics. So, next slide, please. We need to know what we are doing already, in order to know what to work on and we can because we have an inventory. The inventory is a catalog of programs and activities across the County organization. We update it annually. And right now we have just over 100 programs within this inventory. So, quite a large scale, quite a few there. How do we work across that sort of scale? Well, what we have been coalescing around under the guidance and leadership of our Deputy County Administrator Steve Holmes, over the past several months, is a three-tiered approach. So, we are clustering programs into three tiers, three groups. In the first one are Major Investments and Major Impact (MIMI). So, in this group we have our efforts, such as our regional housing work that the Board has invested in, made a significant financial investment in that work. It is based on community need that has been systematically assessed and understood. PEEPs is a similar type of program. Our preschool scholarship program for low-income families. And so, for those sorts of efforts, our role as a Prosperity Initiative has to do with evaluation, support, and planning. Our next category is the Align for Impact (AFI) group and all of this, you know, I should say also is evolving. It is going to shift. You know, this is in no, by no means a set plan. It is something that we are in discussion about and we do expect will change as we move forward and meet with departments and begin to roll this out. So, Align for Impact. These are exciting, you know, opportunities where we are seeing innovation. We are seeing work that does bring together more than one area to, you know, as we have just heard about regional flood control work, you know, that is not only simply about water catchment and avoiding, you know, the hazards of flooding, but also brings in a community engagement, other elements, environmental components, career workforce development, and that sort of thing. Other sorts of programs within this category are excellent in some other way. For example, they have robust data collection capacity already happening. INVEST, great example, in terms of impact evaluation. So, that is something we want to build upon and recognize broadly speaking. So, the plan here is to have a handful of programs that we work with more intensively to figure out together, in partnership with the staff and the directors of those departments. How can we bring those efforts to that next level of impact? So, it is going to be a process of partnering with those departments to figure out together what that entails. With our remaining programs the idea is really to introduce some resources which we already have available in some cases on our web page, for example, evidence-based clearinghouses. So those are resources that can be utilized and by various, different programs. It is just essentially a distillation of the research evidence in a particular area, giving guidance about possible interventions that have already been tested and shown to be effective. Next slide, please. And just a little bit more detail here about this plan and how it is structured in terms of the three tiers. And that, how that is, you know, looking to us, and I think I covered that on the previous slide. But just again, you know, this is something that we are working out now and we do anticipate that we will continue to evolve and change this and make improvements as we roll forward with it. On the next slides, we are going to be looking at measurement, specifically. Next slide, please. So, you will recall that one of the very first steps that we took after the Board adopted this policy was to identify a set of impact indicators and these are figures that are measuring how successful we are in achieving the long-term regional, broad goal of reducing poverty and improving opportunity. So, we have thirty-one total impact indicators. For each of the thirteen policies has between one and three impact indicators. So, we have baseline statistics for all of these and we develop these numbers in collaboration with the City. So, we share those. We have the same, we are tracking the same stats. So, we are aligned around that. Additional community partners were engaged in that process as well and we used a systematic means of making the decisions. We had a rubric that we went through together to make those decisions. Okay. Next slide, please. So, in terms of how we link this to programmatic work, I will get to that in just a second, but this is a dashboard that I am excited to introduce that we believe will be ready to release as soon as next month to the public. And it is going to be an internet-based resource that is showing all of these impact indicator stats year over year. And so, it is also showing trends, which is exciting. So, there is a mapping of trends over time. And there is also an indication of whether we would like to see those numbers going up, going down, remaining stable. In other words, what good is, what good looks like, is part of this dashboard. There is a mapping function on it, which goes down to the census track level. So that is exciting. The dashboard itself has been put together in collaboration with our colleagues at the City of Tucson. So, we are excited to have that available to showcase, as well as a shared product that we have developed in collaboration with our friends at the City. So again, this is a place for measuring the overall impact for this generational change that is occurring as a result of a regional effort. So, these are big, long-term goals that we are measuring here. Progress towards big, long-term goals. Okay. So, next slide, please. So, on this slide, what we have done is to map out how a goal for the Regional Affordable Housing Plan is being achieved and the key point on the diagram is that the measurement for effectiveness is occurring at a few different places. So, we have, and this is actually taken from the Regional Affordable Housing Plan, so these, I did not make these things up, they are part of the plan and I have just mapped them out visually. So, there are three strategies with one activity each and those are being measured. In other words, the activities are being counted. For example, you see "Output Measure: number of houses weatherized," and then you have a change measure, so, the "Outcome Measure: reduced monthly utilities costs," and then we have an Impact Measure, which is kind of collecting more than one thing together. So, there is a lot of measurement here that is going on. The notable thing that the takeaway here is not that there is a lot of different boxes. The takeaway really is that the entire approach is evidence based and so that is really what we are trying to move toward, broadly speaking, is to embed evidence-based thinking and approaches in decision making. So, the strategies that are, you know, that were defined as part of this work were defined knowing, having an understanding of the goals that are, we are shooting towards, as you are aware, of course, you know, a regional affordable housing study was done to understand what the nature of the need looks like. So, there is a systematic process that is in place here. And so, this is a carefully planned evidence-based major investment. Everything is not going to look exactly like that across all categories, however, the thinking is a similar thinking process. So, as we work with programs across the entire organization, we will be thinking about these sorts of connections. Are the strategies appropriate for the goals? Is there measurement of outcomes taking place? Are we driving toward those sorts of long-term outcomes and measuring accordingly? That will be the things that are, those will be some of the things that are on our minds as we are moving forward. And part of our role is going to be bridging gaps and building capacity to do more of this sort of thinking that is informed by best available evidence, which can come from multiple different sources. Next slide, please. Okay, so we have gone into some details in terms of, you know, measurement and research and that type of thing. But I wanted to bring us back, in closing, to something that is more tangible and big picture. So, we are looking at a child who maybe we could imagine is born here in Pima County, is growing up here, and this child is born to a family and into a community that has abundant strengths, but few economic resources. And so, we see that our policies are plotted along this line and this timeline, and we can see how they intersect with this child's life. And I think that when we do that, it can be informative in terms of figuring out together as a regional collective, where are possible avenues, where are gaps, where are opportunities that we can build upon? As we are looking at this trajectory through time and through someone's life, where can we bolster our efforts? So, we know that education, for example, is key. We know that education and training needs to be preparation for jobs that can sustain a family. So, the jobs need to be accessible and available here for that to happen and the entire timespan matters, clearly. But I think it can be useful to think about where we are working as a collective along this line. So, are there places where people are falling through the cracks or are particularly vulnerable, or are there windows of opportunity where we can build additional efforts? Are we, you know, are there places just in the developmental process where we are concentrating more effort and, you know, do we need to revisit? Perhaps, where we can fill in some gaps or build bridges with other entities. So, you know, as a community in partnership with others, how do we do this? And, so I think this is something that, again, it is a big picture kind of a thing, but just to kind of frame up perhaps for additional conversations that can take place here or in the future. So, with that, thank you again and be glad to take any questions you have.

JA: Thank you. Any questions from my colleagues? Okay, I have questions. I am just, I am surprised. So, I appreciate the, and I understand that it is tentative, but the sort of clustering into the MIMI, the AFI, and then the sort of general, I forget what the last category, see it needed a cute, General Alignment, those three categories. How, what is the process look like for, assuming you keep it in that sort of structure, what does the process look like to kind of identify what is in the MIMI? What is in the AFI? And, I do understand sort of the General Alignment and the work that has been done to date. So maybe just those first two.

HS: Chair Allen, thank you for that. So, the, what the main criteria right at the moment is the potential for impact that we are seeing. So, we have a, there is a strong, and, you know, we are, we have a clarity, I think about the, with the Major Investments for Major Impact that there will be major impact from those major investments. So that is, there is a clear trajectory there. With the AFI programs, it is more exploratory because we are seeing some positive elements. We are seeing some opportunities to, you know, continue great work and build upon what is already happening. So that is the main distinction between those two. And it is really going to be, I think, we have a, one of our first steps here is going to be to refine that list for the AFI group, because we have so many that we are looking at, at the moment. So, with the Major Investments for Major Impact, it is a smaller set. And then we have the, you know, we have a general category, which is a pretty large group, but we just still have too many in our AFI group. So, we have to really actually get together internally, have a discussion about refining that list and figuring out what is manageable to accomplish. And then we will distill down to a smaller group for the work ahead, you know, for the actual intensive meetings. And I think we, of course, would want to have some preliminary meetings with departments before we just kind of launch into that.

JA: And then my last plan, maybe it is more of a point, but something that we need to kind of just, I think, discuss more, right? Is that the next meeting of the joint City and County is in August, mid-August, we will say, August 13th. And I believe that the focus is going to be on the Prosperity Initiative and sort of how the City of Tucson and Pima County can work together to both, we are both doing significant work, there is overlap and coordination, but, you know, how can we do it better? What are the ways in which we can collaborate together more effectively, or what are those gaps? So, I guess I would be, I would love to hear from you all about suggestions and from my colleagues too, of like, how can we make that discussion as rich and meaningful as possible? So, it is, I mean, we could do a survey or something.

HS: Chair Allen, thank you for that, that is a big question. I think, you know, that is kind of where I was, need, I think, is where I might be, you know, inclined to make a suggestion for consideration because, you know, often we are, you know, we want to begin where we are, which makes sense, but, where do we need to go? You know, so what are those, the needs in the community that we are seeing? And then, you know, it is kind of an un, you know, if we, yeah, we need to kind of move in into those. So that is kind of how I would, I think a needs, sort of, assessment approach would make sense.

RS: Chair Allen?

JA: Supervisor Scott.

RS: I think specific to the joint meeting with our colleagues from the City of Tucson, if the Board could get fairly early on, either a draft agenda or a draft list of topics that would be helpful in terms of providing you with the input that you are seeking.

JA: Great.

RS: And if both bodies could get the same thing, then.

JA: That sounds useful. Okay, great. Well, thank you.

HS: Thank you.

FINANCE AND RISK MANAGEMENT

12. **Monthly Financial Update**

Discussion regarding a monthly financial update on the County's financial performance.

Verbatim

JA: Chair Allen
ART: Art Cuaron, Director, Finance and Risk Management

JA: We are moving on to Item No. 9, which is our Monthly Financial Update. We are back on time. We have about ten minutes, which is what we had allocated for this conversation.

ART: Thank you, Chair Allen, members of the Board, today's financial presentation is going to be a little different in terms of the presentation. We are going to focus on the work that we have been doing in the grants area. Next slide, please. So, the first page here is an overview, just to give a high-level overview to the Board of the Finance Grants Division within the Finance Department. We are structured around twenty-seven employees in our Finance Grants Division, that is a Division Manager, we have four Accounting Supervisors, and twenty-two Accountants, ranging from Accountant II's to Accountant III's. And I want to pause here to thank the Board, during the budget adoption, we were allocated three PCN's to continue the work that we do in the Finance Grants area. So really appreciate that support. We are responsible for all fiscal management in the grant lifecycle. So that would include budgeting, the reconciliations, billings, reporting to the funder, receivables, managing the expenses, as well as the SEFA reporting, which you all are fully aware of. Our current grant portfolio, just to give you an overview, we have 330 active grants totaling $525 million in total awards, with about $250 of those being federal in nature, with $490 million in funding from the federal level. So, the importance of that SEFA is highlighted within that number. As the Board will recall, we transitioned from, the Finance Grants Division transitioned from Grants Management and Innovation back in March of 2025 into Finance. Next slide, please. So, as we looked at, and during the transition, we focused on really four areas that we identified for key improvements, and one is staffing in terms of retention and recruitment. We had a high vacancy rate of about 21%, which peaked at 38% late in 2025. We had twenty-four authorized PCN's, and we had a workforce turnover issue. Of those twenty-four PCN's that we had when we transitioned, only nine remain today, which highlights the turnover that we have had in that area. We also focused on training and technical knowledge. As you can probably imagine, the turnover and vacancy created a void in our training and our technical knowledge so, we focused on that area. We also focused on two key areas which were highlighted in the SEFA as areas for improvement, which are the development of policies and procedures, as well as documenting our processes and improving in our technical resources. Next slide, please. So, what have we done and how have we done it? And have we made progress in the attainment of those focus areas? The answer is a resounding yes. So, we have strengthened our recruitment process. We have implemented standardized accounting exams for our accountants as we have onboarded them and gone through the recruitment process. We have a thorough review and alignment of our interview questions to ensure that we are bringing on the candidates with the appropriate knowledge and expertise in grant compliance and accounting. And we have also leveraged our tenured subject matter experts in our Financial Control and Reporting (FC) and Revenue Management areas. And so, I am happy to report, as of June 30, we are down to one vacancy in the Finance Grants area. As I mentioned on the prior slide, we have been working really hard to develop our internal standard operating procedures, job aids, and administrative procedures (AP), specifically to address the SEFA finding in 2024 and '25 that dealt with the lack of internal policies and procedures. And so, we are happy to report that AP 22-86 is out for its reporting period right now. And we expect that to come back here very shortly. We also focused on providing a myriad of trainings to our staff. We brought in an external consultant who gave governmental accounting 101 training. We did single audit training so that our team is fully aware of the timelines and the deadlines and the work that is to be done surrounding the single audit. And we have, I think we have increased staff morale as a result of that. So that has been really positive from the staff perspective. We have worked together with our other divisions within the department. So, Finance Grants works closely with our FC and our division and the Revenue Management Division during the FY25 audit, which really solidified our staff understanding of the process and help them cross-train staff. So that was another key area that we were very proud of during the last SEFA cycle. And finally, a few months ago, the Board authorized the implementation of the Workday Grants Module. This was not included originally in the Workday ERP ecosystem for the County, but we have done some additional research, and obviously the Board authorized that. And so, what that is going to do is help us streamline some of the manual processes around our integration work and standardize our internal controls and enhance our reporting for the SEFA. So, we are really proud of the work that we have done. And that concludes my brief presentation. I think I am inside the ten minutes. I would be happy to answer any questions the Board may have.

JA: Thank you. Any questions? No. Alright. Well, thank you as always for your presentation.