



PIMA COUNTY

**American Rescue Plan Act
Coronavirus State and Local Fiscal
Recovery Funds**

Pima County, Arizona
2024 Recovery Plan Performance Report





Board of Supervisors



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JAN LESHER
County Administrator

July 31, 2024

The Honorable U.S. Secretary Janet Yellen
Pandemic Response Accountability Committee (PRAC)
Council of the Inspectors General on Integrity and Efficiency (CIGIE)

Dear Secretary Yellen and Members of the PRAC,

Welcome to Pima County's 2024 Recovery Plan and Performance Report. I am pleased to report that Pima County is steadily recovering from the significant economic impact brought forth by the COVID-19 pandemic and is looking to a bright future aided in no small part by the U.S. Congress's distribution of funds to local jurisdictions like ours through the American Rescue Plan Act, State and Local Fiscal Recovery Fund (SLFRF).

This report summarizes Pima County's strategic efforts to address the short and longer-term negative effects of COVID-19 on our county's public health and economic well-being. In 2021 and 2022, Pima County focused on implementing a coordinated crisis response: to mitigate COVID-19 infection spread, to treat infected community members, and to help respond to community members' basic needs. Beginning in 2022 and continuing today, Pima County added focus on responding to community members' achievement of family-sustaining wage employment and housing security. Concurrently, Pima County initiated projects to re-ignite local economic drivers, such as business and pleasure tourism, and committed resources to capital improvements and other capacity-building efforts to fortify community preparedness for future unexpected and pandemic level community health crises.

My administration along with the county's legislative body, the Pima County Board of Supervisors, continues to review SLFRF expenditures and community needs to ensure that the funds are addressing the most urgent issues, are used in the most effective ways, and are spent in alignment with federal guidelines.

As the Pima County Administrator, I applaud our county departments and community partners for their on-going commitment to achieving desired results in this complex and ever-changing era, for ensuring access to our community's most vulnerable and most impacted citizens, and for their ability to pivot their efforts as community needs evolve.

Pima County is now in the process of completing projects funded in part or whole by SLFRF, implementing sustainability action plans, and institutionalizing lessons learned through this experience.

Secretary Yellen and Members of the PRAC

Re: **Pima County's 2024 Recovery Plan and Performance Report**

July 31, 2024

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This comprehensive report provides details on each of the SLFR funded projects and I encourage you to reach out to me with any questions or clarification you may have regarding the content presented. Additionally, please visit our public facing dashboard: www.pimarecovers.com for regularly updated information.

Respectfully,

A handwritten signature in black ink, appearing to read "Jan Lesher".

Jan Lesher

Pima County Administrator

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Photo By Pima County Communications



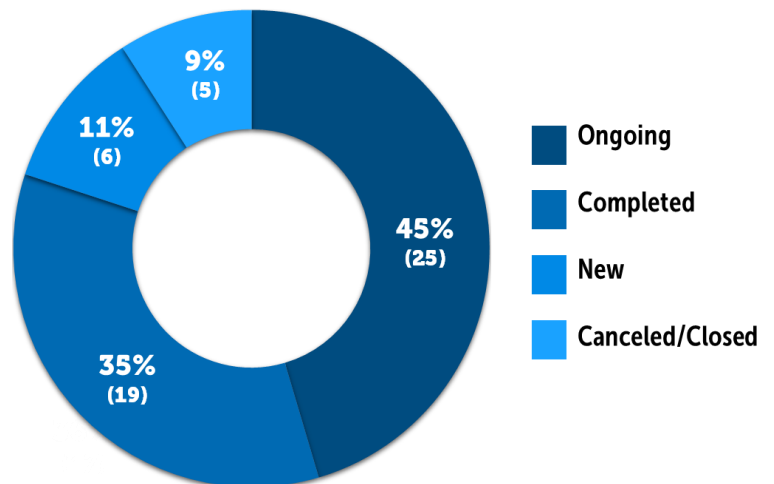
Photo By Simmons Buntin

GENERAL OVERVIEW

Executive Summary

Pima County received \$203,421,668.00 in 2021 from the United States Treasury (UST) as part of the American Rescue Plan Act (ARPA) Coronavirus State and Local Fiscal Recovery Fund (CSLFRF). In response, the County swiftly mobilized departments, engaged community stakeholders, and collaborated with the Board of Supervisors to develop a comprehensive CSLFRF project portfolio. On December 21, 2021, the Board of Supervisors approved a 52-project portfolio (including revenue replacement) to address the pandemic’s impact on the community. Pima County has since increased the total number of projects to 55, comprising of 25 ongoing (currently active) projects, 19 completed (met all objectives and spent their money), six new projects, one closed project, and four canceled or removed projects (never started and no funds spent).

Pima County ARPA CSLFRF Project Status, as of June 2024



The utilization of CSLFRF has been pivotal for Pima County, facilitating the implementation of large-scale public health initiatives, mitigating adverse economic effects, and bolstering our capacity to enhance public service infrastructure and access to community resources. Notably, these funds are instrumental in supporting some of the County’s most vulnerable and disproportionately affected communities.

Through strategic allocation and diligent execution, CSLFRF initiatives have already begun yielding tangible results. Moving forward, Pima County remains committed to transparently tracking progress, measuring outcomes, and addressing emerging challenges to ensure that every dollar of CSLFRF is maximized to promote lasting recovery and prosperity for all residents.

Pima County Profile

Pima County in southern Arizona is characterized by its diverse blend of urban and rural areas, including multiple municipalities and two sovereign Tribal Nations: The Tohono O’odham Nation and the Pascua Yaqui Tribe. The County accentuates binational cooperation, cultural diversity, and community resilience.

Pima County is comprised of five municipalities- City of Tucson serves as the county seat, along with South Tucson, Marana, Oro Valley, and Sahuarita- and several unincorporated rural districts. Pima County spans over 9,000 square miles and shares more than 125 miles of international border with Mexico. Business and leisure travelers come to Pima County to take advantage of the iconic views of the Sonoran Desert and the numerous recreational opportunities. Pima County’s economic drivers include health innovation, advanced manufacturing, and clean technology.



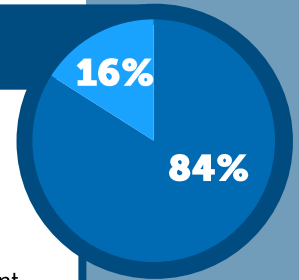
Photos By Pima County Communications

Public Health (EC 1)

Pima County’s Public Health initiatives make sure that all County residents are protected from COVID-19 and have access to quality healthcare and healthcare-related services.

Public Health project activities include:

- Deploying critical resources to mitigate the effects of COVID-19 such as testing, vaccination, treatment, contact tracing, and case investigations, public health messaging, and distribution of Personal Protective Equipment (PPE).
- Health care services for disproportionately impacted and otherwise vulnerable community members.
- Reducing exposure risk to communicable diseases in the court system.
- Effectively responding to the changing dynamics of the pandemic in a timely manner.
- Enhancing Pima County’s public health capacity to quickly and accurately capture and report data related to large scale public health crises.

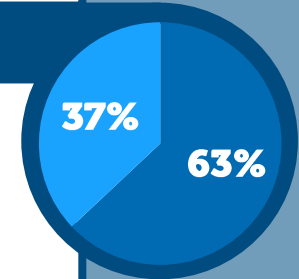


Negative Economic Impacts (EC 2)

Pima County’s Negative Economic Impacts initiatives address community members’ basic needs for food and shelter, and high-quality early childhood education, help residents access family sustaining wage employment, and reinvigorate the local tourism market.

Economic Recovery project activities include:

- Immediately responding to community members’ emergency food and shelter needs.
- Assisting community members at risk of eviction with remaining housed.
- Provide unemployed and underemployed workers with resources to reach family sustaining wage employment through post-secondary education certificates and degrees.
- Reduce the burden of early childhood education costs for low-income families.
- Strategically invest in Pima County’s hospitality and tourism sectors to reignite these historically strong economic drivers.
- Expanding use of urban outdoor recreation facilities.

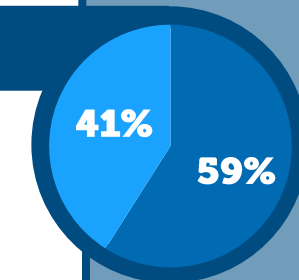


Public Health-Negative Economic Impact: Public Sector Capacity (EC 3)

Pima County’s Public Sector Capacity initiatives improve access to necessary public services, especially for low-income, rural, and otherwise vulnerable populations.

Public Sector Capacity project activities include:

- Modernizing and expanding the Office of the Medical Examiner’s facility.
- Contribute funds to the building of an expanded non-congregate crisis shelter for domestic violence survivors.
- Building a public health/workforce development services center within and adjacent to federally qualified census tracts.
- Spearheading the renovation and expansion of a rural community center in Ajo, Arizona as a community service center and information hub, especially for large scale public health crises.
- As a county that shares an international border with Mexico and that receives hundreds of legally processed asylum seekers each day, support humanitarian aid activities to ensure asylum seekers’ safety and well-being.



Premium Pay (EC 4)

Pima County did not allocate any funds to this expenditure category.

N/A

Water, Sewer, and Broadband Infrastructure (EC 5)

Pima County's Infrastructure initiatives help boost the County's internet security, efficiency, and capacity.

Broadband Infrastructure project activities include:

- Investing in the expansion and support of network improvements, cybersecurity, broadband, and technology infrastructure across County departments and partners.
- Upgrading fiber optics to key Pima County facilities
- Enhancing existing infrastructure that will mitigate cyber-attacks, expand secure network access,
- Supporting the transition to remote work environments.

35%

65%

Revenue Replacement (EC 6)

Funds have been used to address revenue loss due to the COVID-19 pandemic, supporting government services and providing cost-share or matching requirements for other federal programs. Notably, investments have been made in public health initiatives, facility modifications, and revenue loss for applicable general government services.

100%

Use of Other Federal Recovery Funds

Pima County strategically leverages other federal recovery funds alongside the Coronavirus State and Local Fiscal Recovery Funds (CSLFRF) to support its pandemic recovery efforts. This includes programs like Emergency Rental Assistance, the Homeowner Assistance Fund, and the Capital Projects Fund, which provide broader support to households, small businesses, and infrastructure development. Additionally, the County coordinates CSLFRF usage with the Infrastructure Investment and Jobs Act, ensuring alignment with broader federal funding priorities. Funding from the Coronavirus Aid, Relief, and Economic Security (CARES) Act augmented the County's response to the pandemic and its effects. This comprehensive approach maximizes the impact of investments and fosters long-term community resilience.

Promoting Equitable Outcomes

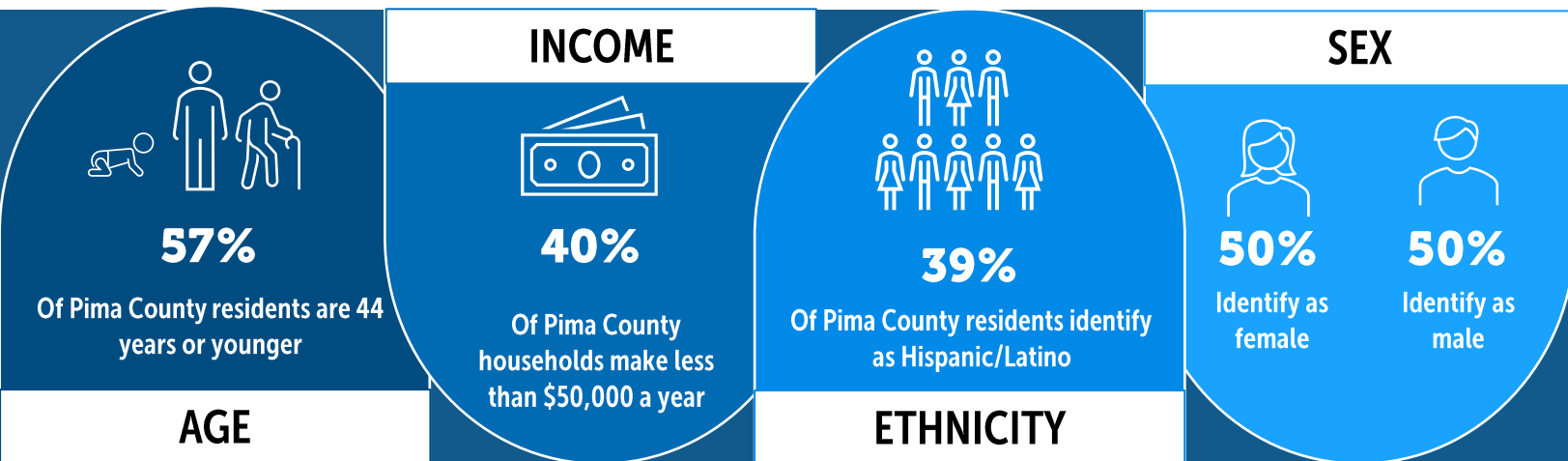
Pima County's response to the COVID-19 pandemic is grounded in CDC recommendations and evidence-based practices, showcasing its commitment to bridging healthcare gaps and supporting vulnerable communities. Prioritizing areas and populations with economic challenges, the County helped bolster community resilience and diminish health disparities.

For example, through targeted strategies such as mobile healthcare provision and culturally relevant public health messaging, Pima County maximized its services reach to traditionally underserved communities.

The County's equitable approach is further evidenced by its investment in projects prioritizing economic and racial equity, including assistance programs for households, small businesses, and non-profits disproportionately affected by the pandemic. By addressing the specific needs of marginalized communities, such as employment programs and long-term housing security initiatives, Pima County has made tangible progress toward promoting equitable outcomes and fostering community resilience.

A resolution adopted by the Pima County Board of Supervisors in December 2020, declared racial and ethnic health inequities and income inequality a public health crisis and demonstrated the County's proactive stance toward reducing systemic health inequity. This resolution highlighted critical disparities experienced by African American, Hispanic, and Native American populations and its recommendations were used to guide fund allocations to directly address these disparities.

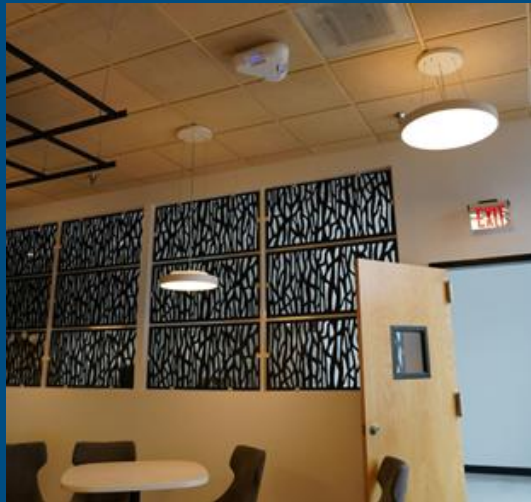
Despite challenges like limitations in the labor market and unanticipated delays, Pima County's initiatives have made substantial progress in meeting community needs. For instance, endeavors to boost preschool enrollment among low-income households encountered some obstacles due to labor shortages and higher-than-expected construction costs and equipment supply shortages delayed some infrastructure projects. Nonetheless, Pima County has remained steadfast in its pursuit of providing equitable access to high-quality early childhood education and public health and job seeker support services.



Based on 2022 ACS 1-year estimates

Project Highlight: Pima Community College (PCC)

The County's portfolio includes the *Pima Community College (PCC)* Micro-pathways initiative, comprising of seven distinct post-secondary certificate and degree programs aimed at unemployed and underemployed adults seeking to achieve family sustaining wage employment. PCC has invested in cutting-edge equipment and technology to enhance student learning for today and into the future. Highlights include synthetic surgical and silicone Syndaver models and an Anatomage Table for Health Program (P2) students. The Public Safety project (P3) has acquired a TOM manikin for EMS and Paramedic students to practice emergency medicine scenarios on injury patients. Additionally, the Hospitality project (P6) has adopted UVC light technology for air purification and modernized kitchen equipment that uses a fully operational restaurant serving the campus as a learning lab. The Veterinary Technology project (P7) and P6 used funds to expand their digitized courses and lectures for flexible student access.



Photos By Pima Community College

Project Inventory



PC10 Pima Early Education Program Scholarships
Photo by Pima County Communications



PC22 Visit Tucson
Photo by Pima County Communications



PC25 Tucson City of Gastronomy
Photo By Pima County Communications

Community Engagement

Over the course of the CSLFRF reporting periods (FY22, FY23, and FY24), Pima County significantly expanded its community engagement efforts to gather feedback on all CSLFRF investments, ensuring transparency and responsiveness to community needs. Upon receiving the CSLFRF allocation, Pima County promptly initiated a comprehensive approach to solicit feedback and plan investments. County departments' subject matter experts provided insights on community needs, particularly in disproportionately affected areas, shaping the development of investment opportunities.

Furthermore, Pima County's Board of Supervisors staff regularly facilitated opportunities for constituents to voice their feedback and priorities. This ongoing engagement mechanism reassured community members that projects aligned with their needs and informed decision-making processes. Additionally, the County actively sought feedback from the public through various channels, including public meetings, engagement sessions, and the transparent reporting platform, PimaRecovers.com.

CSLFRF Project Portfolio Direct Community Engagement

Many CSLFRF projects implemented strategies to collect feedback from participants and community members, including client surveys. These efforts provided valuable qualitative insights into project impact and community satisfaction, complementing quantitative performance data.

Public Forum Community Engagement – www.PimaRecovers.com.

In February 2022, Pima County launched PimaRecovers.com, a transparency website for COVID-19 relief funding. This platform enabled the public to view and comment on CSLFRF-funded projects and access real-time financial and performance data. The County is redesigning the website to enhance user experience and provide direct access to services.

CSLFRF Efficacy and Data Gathering

The County Administrator regularly reports CSLFRF project statuses, outputs, and impacts to the Board of Supervisors. Updates included fiscal reporting, programmatic updates, and evaluative data on program investment and community impact. The Administrator's office also engages with implementing departments and community partners to discuss programmatic updates and solicit feedback.

Labor Practices

Aligned with federal and state regulations, as well as Pima County's own procurement policies, Pima County's Grants Management and Innovation (PCGMI) department has established a comprehensive compliance toolkit to ensure adherence to labor standards across all facility repair, maintenance, and capital projects. This toolkit encompasses technical support and oversight, guaranteeing compliance with bid practices, fair labor standards, domestic preference policies, and other mandated requirements for all capital investments.

The technical assistance package provided by Pima County includes extensive documentation for subrecipients, contractors, and subcontractors, integrating federal, state, and local regulations into contractual agreements. Through systematic monitoring of expenditures and activities, the GMI Department ensures strict adherence to all federal compliance requirements and provides necessary technical assistance for CSLFRF recipients.

Key highlights of Pima County's labor practices include:

- While CSLFRF does not explicitly require Davis-Bacon compliance, Pima County ensures compliance if other funders enforce Davis-Bacon Act protocols.
- Compliance with the Uniform Grant Guidance 2 CFR 200 is maintained across all federal awards.
- Although Arizona Revised Statutes prohibit the establishment of prevailing wages by local jurisdictions, Pima County remains committed to fair compensation for laborers and mechanics.
- Prioritization of small and local businesses in procurement processes, ensuring compliance with Small Business Enterprise (SBE) and Disadvantaged Business Enterprise (DBE) regulations.
- Requirement for all subcontractors to obtain a Unique Entity Identification (UEI) number from www.sam.gov.

Moving forward, Pima County will continue to provide technical assistance to ensure compliance with federal, state, and local regulations. While community benefits agreements are not regularly employed, extensive community input is gathered during the design phase of capital projects to address community needs effectively.

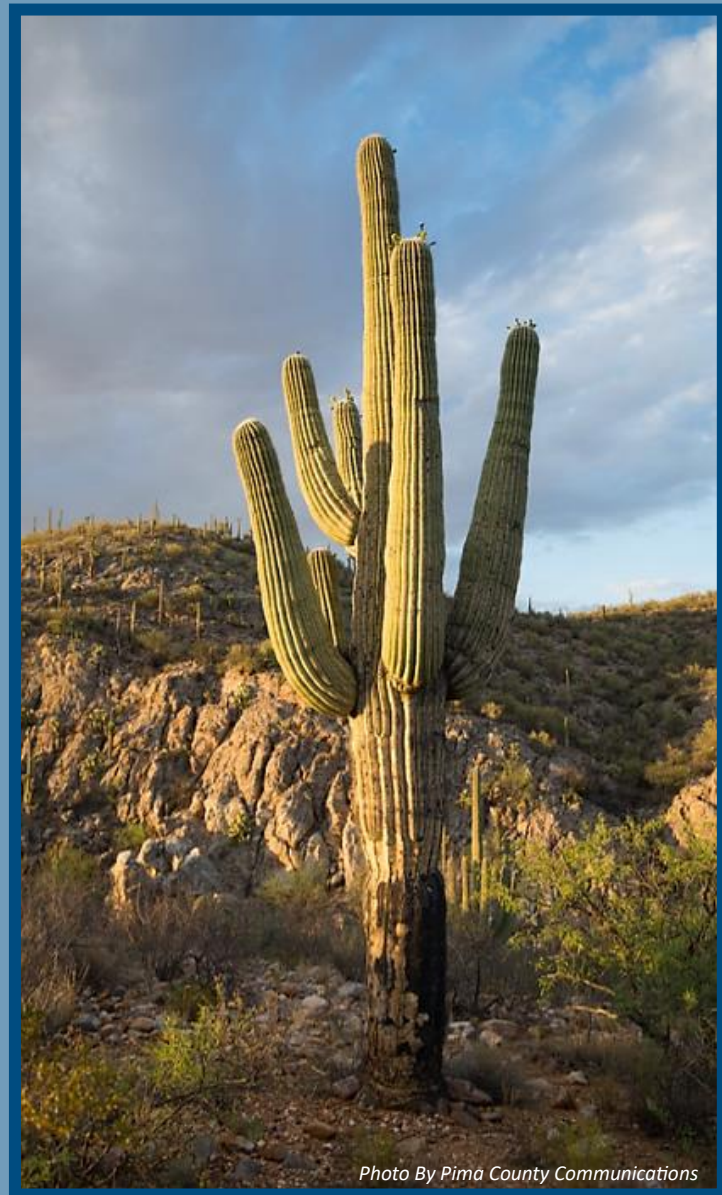


Photo By Pima County Communications



Photo By Pima County Communications

The Changing Landscape

CSLFRF-implementing departments, the County Administrator's Office and the Board of Supervisors regularly review the status of each project adopted by the Board of Supervisors (BOS) to determine its progress and continued relevance, as the character and impacts of COVID-19 pandemic evolve. Adjustments to the project portfolio by the BOS have reflected the changing complexion of the pandemic and related community needs.

In an April 10, 2024 Memorandum to the BOS, the County Administrator wrote "...the landscape has changed significantly. As Pima County ends the second full year of this federal spending, the County has emerged into a new phase of the pandemic response, with less continued need to focus on the public health response. This juncture, instead, realizes the need to dedicate focus to enhancing public health capacity and more directed resources to economic recovery and resilience." Pima County looks forward to continuing its path toward a full and sustainable recovery over the next year.

As of July 2024, Pima County is finalizing its SLFRF spend-down plan to ensure that all SLFRF is obligated by December 31, 2024, and spent by December 31, 2026. The spend down plan accompanies Pima County's 4th quarter Performance and Expenditure Plan due July 31, 2024. Moving forward, the County will continue to monitor and report spending, activities, and results as required by the U.S. Treasury.

Uses of Evidence and Performance Report

The CSLFRF funding tenets clearly detail the commitment to evidence building and substantive improvement to community public health and economic support services. Evaluation is a key functional activity underlying evidence building and is inextricably bound to any substantive improvement in intentional data use. The U.S. Treasury has detailed its commitment to evaluative practices in its compliance and reporting guidelines to ensure dedicated effort and investment to evaluative work for CSLFRF projects.

Performance Reporting and Performance Evaluation Capacity

As a component of this funding, Pima County Grants Management & Innovation (GMI) has built evaluative and data functionality within its centralized grant service to the County grant-implementing departments. The GMI Research and Analysis Division (RAD) is devoted to supporting all departments and community collaborators through technical support and project evaluation planning as well as their data collection, analyses, and reporting of outcomes for the entire CSLFRF project portfolio. Since the onset of this funding, GMI RAD has supported all CSLFRF-implementing departments and community partners to determine the most appropriate data to capture, monitor and evaluate the inputs, outputs, and outcomes of the CSLFRF project portfolio.

CSLFRF project partners have all designed data and reporting elements and programmatic monitoring plans and established pertinent timelines to support ongoing performance management of the CSLFRF investments. GMI RAD works directly with these departments to securely store, analyze, and report findings based on their respective data sets. Additionally, GMI RAD provides technical assistance to developing and deploying public feedback tools, such as surveys, focus groups, and key informant qualitative data collection tools. GMI RAD will also assist with synthesizing evaluation reports and other information, contextualizing relevant successes, failures, and lessons learned in preparation for sharing with partners and public audiences as appropriate.

A principal goal of GMI capacity expansion is to promote and guide the use of outcomes to inform decision-making by departmental and County leadership. While priorities of decision-makers at different levels of the organization may differ, well-designed and executed program evaluations prepare GMI RAD to work with sponsoring department staff to maximize the utility and relevance of evaluation finding for decision-makers.



PIMA COUNTY CSLFRF PERFORMANCE REPORT



PIMA COUNTY



EC 1

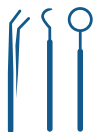
Public Health

Pima County's Public Health initiatives make sure that all County residents are protected from COVID-19 and have access to quality healthcare and healthcare-related services.



COVID-19 Response

These projects keep residents safe through resource distribution, disease mitigation, and public health communication.



Equitable Healthcare Access

These projects support the health of youth and adults in institutional settings through communicable disease vaccinations and dental care.



Enhancing Public Services

These projects bring a wide variety of upgrades to public services used by residents including support for victims of domestic violence, improvements in court technology, and upgrades to medical examiner equipment.

Pima County COVID-19 Public Health Response



Project at a Glance

Pima County Health Department (PCHD) is Pima County's statute-mandated public health authority and has been directly responsible for deploying public health emergency pandemic response efforts. These include Epidemiological Infrastructure (previously Contact Tracing and Case Investigation (CTCI)), Communicable Disease Vaccines (previously COVID-19 Vaccination), and Communicable Disease Testing (previously COVID-19 Testing). These three initiatives are paramount to mitigating disease spread, a central tenant of public health.



COVID-19 testing at the Kino Event Center.
Photo by Pima County Communications.

Community Benefit

On May 11, 2023, President Biden lifted the public health emergency declaration, signaling a shift in the nation's approach toward the COVID-19 pandemic. PCHD has moved forward in mitigating respiratory diseases while also fighting against the COVID-19 pandemic. These three PCHD projects have been key to stopping the spread of COVID-19 in Pima County, making sure County residents stay safe and healthy.

From the inception through June 30, 2023, PCHD focused on COVID-related activities. During this period, PCHD investigated 109,040 COVID-19 cases, administered 398,233 booster doses, and tested 587,894 individuals. PCHD has discontinued COVID-19 testing and has focused on distributing COVID-19 at-home test kits.

In Fiscal Year 2024 (July 1, 2023 – June 30, 2024), PCHD investigated **1,968** cases while the contractor (SAFER)

investigated **697** cases related to communicable diseases. PCHD administered **47,462** vaccine doses, out of which **9,566** doses accounted for respiratory-related illness. PCHD distributed **237,417** test kits.

What Happens Next

As Pima County transitions its public health resources to accommodate the ending of the COVID-19 pandemic, PCHD is expanding self-testing availability, vaccination, and contact tracing activities under this funding source. In addition to the continued COVID-19 vaccination efforts, Pima County expanded vaccination availability for the general public for Respiratory Syncytial Virus (RSV), Pneumonia, and Influenza. The PCHD Epidemiology Division expansion was made possible by this funding support which has given PCHD the opportunity to build up surveillance support for the Syphilis outbreak as well as continued COVID-19 and other communicable disease investigations that are on the rise. PCHD still provides COVID-19 home test kits that are available at Pima County libraries, clinic locations, and through mobile outreach and events. These home test kits will be distributed until supplies are exhausted. Additionally, this funding has provided PCHD the opportunity to increase our temporary workforce to support COVID-19 testing and support at our border response locations to ensure positive cases are properly quarantined before they travel out into the community. Furthermore, PCHD has been able to enhance their institutional capacity by bringing these projects within the department.

IDENTIFICATION NUMBER

PC01

Epidemiological Infrastructure

PC02

Communicable Disease Vaccines

PC03

Communicable Disease Testing

EXPENDITURE CATEGORY

1.3

COVID-19 Contract Tracing
PC01

1.1

COVID-19 Vaccination
PC02

1.2

COVID-19 Testing
PC03

ADOPTED BUDGET

\$16,739,046.39

PC01

\$9,682,590.01

PC02

\$11,395,647.81

PC03

TOTAL EXPENDITURES

\$12,141,238.11

PC01

\$8,741,894.17

PC02

\$10,323,573.62

PC03

STATUS

Ongoing

Communicable Disease Mitigation Effort at Congregate Sites

Project at a Glance

The Communicable Disease Mitigation Effort at Congregate Sites project is directly focused on COVID-19 and other communicable disease mitigation efforts in congregate settings and other highly vulnerable populations in Pima County. The two main objectives of this project are to disseminate COVID-19 and other communicable disease resources (testing, vaccination, and educational materials) to community partners and priority populations, and to provide virtual or on-site training to identify and mitigate COVID-19 and other communicable disease infection risks.

Community Benefit

The Communicable Disease Mitigation Effort at Congregate Sites project has provided pandemic-relief services to vulnerable populations at numerous congregate care settings in Pima County. In Fiscal Year 2023 (July 1, 2022 – June 30, 2023), the project supported 441 sites: 359 sites were Assisted Living Facilities (ALFs), 30 sites were Hospice Centers, three sites were Adult Foster Care, two sites were Shelters, 16 sites were Inpatient Behavioral Health Sites, six sites were Group Homes, and 25 sites were Skilled Nursing Facilities (SNFs).

In Fiscal Year 2024 (July 1, 2023 – June 30, 2024), PCHD supported 409 sites: 179 sites were Assisted Living Facilities (ALFs), 45 sites were Hospice Centers, 23 sites were Adult Foster Care, four sites were Shelters, 102 sites were Inpatient Behavioral Health Sites, 10 sites were Group Homes, and 46 sites were Skilled Nursing Facilities (SNFs).

What Happens Next

PCHD has been able to reach vulnerable populations and provide support for them in mitigating communicable diseases like COVID-19 and respiratory illness. This project will continue to provide resources and educational materials at congregate care settings in Pima County until funds are exhausted.



IDENTIFICATION NUMBER

PC04

EXPENDITURE CATEGORY

1.4

Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, Child care facilities, etc.)

ADOPTED BUDGET

\$709,691.29

TOTAL EXPENDITURES

\$367,084.57

STATUS

Ongoing

Project Highlight



409

Sites supported by
PCHD in Fiscal Year
2024

COVID-19 Therapeutics and Genomic Sequencing



Project at a Glance

The project conducts genomic sequencing of COVID-19 variants to enable targeted therapeutic interventions more rapidly. Genomic sequencing is a laboratory method used to identify which variant of SARS-CoV-2 (COVID-19) is present in a specimen.¹ It helps to track the spread of a virus, how it is changing, and how those changes may affect public health.²

Community Benefit

This service ensures that individuals have access to evaluation and care, independent of their insurance and ability to pay status. The goal of this project is, in part, to ensure access to care and equity. In Fiscal Year 2023 when the project started, 2,612 COVID-19 Therapeutics prescriptions were issued. In Fiscal Year 2024 (July 1, 2023 – June 30, 2024), Pima County Health Department (PCHD) issued 604 COVID-19 Therapeutics prescriptions.



The Pima County Health Department is the County's public health authority. Photo by Pima County Communications.

What Happens Next

Following the end of the public health emergency on May 11, 2023, the federal government continued to make antivirals such as Paxlovid free, regardless of insurance status, until its stockpile runs out. After May 11, 2023, Medicare beneficiaries continued to have oral antiviral drugs covered (with a possible co-pay). PCHD has been able to prevent the spread of COVID-19 related illness in Pima County and has decided not to move forward with this project. The project was completed in this Fiscal Year 2024.

IDENTIFICATION NUMBER

PC05

EXPENDITURE CATEGORY

1.6

Medical Expenses (including Alternative Care Facilities)

ADOPTED BUDGET

\$464,000.00

TOTAL EXPENDITURES

\$351,425.67

STATUS

Complete

Project Highlight



3,216

Therapeutic prescriptions issued

¹ Centers for Disease Control and Prevention (CDC), [What is Genomic Surveillance? \(cdc.gov\)](https://www.cdc.gov/genomics/glossary/genomic-surveillance.html).

² Ibid.

Health Department Testing Support Supplies FY2021



Project at a Glance

Since the onset of the COVID-19 pandemic in early 2020, testing has been among the highest priorities in Pima County’s pandemic response, as capacity to test has informed emergency response planning and the strategic focus of limited resources. In this context, Pima County Health Department (PCHD) has supported the widespread availability of testing across Pima County to all residents. The County continued its support to testing initiatives despite exhausting its CSLFRF during the height of the pandemic infection period.

Community Benefit

An enumerated eligible use of CSLFRF for COVID-19 mitigation and prevention, testing supplies and services have been integral to public health pandemic mitigation efforts in Pima County and around the world. Pima County allocated \$2,075,341.49 in CSLFRF, in part for Maximus contact tracing efforts, but largely for staffing supplies and workspaces for the Public Health Emergency Preparedness (PHEP) team respond to the COVID-19 pandemic. PCHD used these allocated funds to purchase testing support supplies deployed across Pima County in order to stop COVID-19 disease transmission and lower mortality.

IDENTIFICATION NUMBER

PC08b

EXPENDITURE CATEGORY

1.2

COVID-19 Testing

ADOPTED BUDGET

\$2,075,341.49

TOTAL EXPENDITURES

\$2,075,341.49

STATUS

Complete

Health Department Vaccine Support Supplies FY2021



Project at a Glance

Pima County dedicated \$3,117,942.64 in CSLFRF toward Pima County Health Department’s (PCHD) COVID-19 vaccine costs, specifically supplies and services. These funds were used in partnership with local-area stakeholders, specifically area-hospitals, such as *Tucson Medical Center* and *Banner University Medical Center*; medical partners specifically, *SJM Premier Medical Group*; and the City of Tucson for the large static vaccine distribution sites at the onset of vaccine distribution efforts.

Community Benefit

PCHD implemented COVID-19 vaccination efforts across the Pima County community with a particular focus on populations that have higher health risk-factors and are at risk for disproportionate health outcomes, and other special populations. PCHD leveraged a mix of County, State, and Federal resources and drew upon the expertise of community partners and contracted agencies to prioritize and efficiently deliver vaccines to the community.

Following activation of Pima County’s first COVID-19 vaccine point-of-distribution (POD) sites in mid-December 2020, PCHD issued its [Pima County, Arizona COVID-19 Accelerated Immunization Plan](#)³ in January 2021. Through this plan, PCHD proposed a vaccine rollout aimed towards reducing the burden on hospital resources caused by the large number of community COVID-19 infections at the time. In addition to prioritizing the order in which vaccines would be made available to different population groups in the County, PCHD also identified and addressed the numerous logistical demands and challenges associated with obtaining vaccine supply from the federal government via the Arizona Department of Health Services. This would be accomplished by establishing fixed-site vaccination PODs. In recognition of this identified need, PCHD issued its *Promoting Vaccine Equity for Vulnerable Populations in Pima County Accelerating COVID-19 Immunity* plan in February 2021. This plan was organized around the foundational belief that “COVID-19 vaccines should be equally available to everyone, everywhere.” This principle has guided PCHD vaccination strategy from early 2021 forward, and it has been operationalized in a variety of ways.

IDENTIFICATION NUMBER

PC08c

EXPENDITURE CATEGORY

1.1

COVID-19 Vaccination

ADOPTED BUDGET

\$3,117,942.64

TOTAL EXPENDITURES

\$3,117,943.44

STATUS

Complete

³ [Pima County, Arizona COVID-19 Accelerated Immunization Plan](#)



Office of the Medical Examiner Equipment

Project at a Glance

During the COVID-19 pandemic, the Pima County Office of Medical Examiner (OME) experienced a drastic increase in overall processing of remains, investigations, and indigent interment processing. The COVID-19 pandemic exposed serious facility and equipment limitations to meeting the growing demand of services within Pima County. The County allocated \$4,000,000.00 of CSLFRF for the facility to function as a consolidated larger-capacity facility with an increase in cold storage space, cremation equipment, increased intake/release space and capacity, and auxiliary/mobile cold storage for overflow.

Community Benefit

The project will increase the service delivery and capacity of the OME through an increase in space and the addition of state-of-the-art equipment. This facility is expected to serve other nearby counties such as Cochise County, Santa Cruz County, Pinal County, etc. in addition to Pima County.

What Happens Next

Pima County Project Design and Construction (PDC) and OME have completed the planning and design phase of the project. Construction began in November 2022 and has progressed substantially since. The exterior of the building is nearly complete with the installation of glass currently underway. Mechanical, electrical, and plumbing works have been completed and the interior finishes are near completion. Critical equipment installations have been completed, including a large walk-in cold storage room and autopsy tables. Cremation retorts have been installed. Site works such as curbing, paving, landscaping, and fencing have progressed and neared completion. The art design process has also been completed with 16 panels of Dichroic glass suspended from the canopy of the courtyard. The construction is expected to be completed in August 2024 and furnishing is expected to be completed December 2024.



Office of the Medical Examiner autopsy area. Photo by Pima County Project Design & Construction.

IDENTIFICATION NUMBER

PC16

EXPENDITURE CATEGORY

1.7

Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

ADOPTED BUDGET

\$4,000,000.00

TOTAL EXPENDITURES

\$2,755,628.86

STATUS

Ongoing

Domestic Violence Shelter Improvements



Project at a Glance

Subrecipient *Emerge Center Against Domestic Abuse (Emerge!)* received \$1,000,000.00 of CSLFRF funds to renovate its emergency domestic violence shelter from a congregate to a non-congregate space, and to increase the number of available beds. For the most vulnerable domestic violence survivors, emergency shelter may be the only option for escaping the violence in their home or intimate relationship. *Emerge!* emergency shelter is the only one in the community designed for, and designated to, the unique safety and trauma needs of domestic violence victims and their children.

Community Benefit

Pima County's CSLFRF contribution helped improve the shelter's capacity to mitigate communicable disease transmission of COVID-19 and any future pandemics. The congregate facility's current 13 units (which serve 20-25 households and a maximum of 51 people) will be expanded to 25 non-congregate rooms, each with their own bathroom and kitchenette. This will permit up to 42 households (approximately 84 individuals) to be sheltered on any given night and is estimated to result in more than 700 individuals being served each year.

What Happens Next

The County's CSLFRF funding for this project was fully expended in 2023, and non-CSLFRF funds will be used to complete the ongoing renovations. The three residential buildings have been fully drywalled and are prepped for interior painting to begin the second week of July. Stucco has been applied to the exterior of the buildings. The community building is fully framed, and work is being completed on electrical wiring and HVAC ductwork. The project remains on schedule for December 2024 completion with occupancy beginning in January 2025.

IDENTIFICATION NUMBER

PC17

EXPENDITURE CATEGORY

1.4

Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, Child care facilities, etc.)

ADOPTED BUDGET

\$1,000,000.00

TOTAL EXPENDITURES

\$1,000,000.00

STATUS

Complete

Project Highlight



12

Additional non-congregate rooms constructed

Domestic Violence Legal and Navigation Services

Project at a Glance

On April 16, 2024, Pima County Board of Supervisors determined that funding planned for its Domestic Violence Legal Services project were to be redirected. \$98,888.25 of the funds were used for staff before the Board of Supervisor’s redirected the remaining funds to address other COVID-19 recovery community concerns where funds could be immediately impactful.



IDENTIFICATION NUMBER

PC18

EXPENDITURE CATEGORY

1.11

Community Violence Interventions

ADOPTED BUDGET

\$98,888.25

TOTAL EXPENDITURES

\$98,888.25

STATUS

Closed

Correctional Health Vaccine Storage



Project at a Glance

Cold storage equipment was purchased to safely store COVID-19 and other communicable disease vaccines. The equipment supports preventive health care for youth and adults housed in Pima County-operated detention centers.

Community Benefit

Pima County purchased two vaccine refrigerators and two vaccine freezers to enhance vaccine storage capacity. Pima County Adult Detention Center (PCADC) and Pima County Juvenile Detention Center (PCJDC) purchased one refrigerator and one freezer for each site. Since neither facility had storage dedicated to vaccines previously, vaccine-dedicated storage increased by 100% at both sites.

Each piece of equipment included a certificate of calibration, required per the *Centers for Disease Control and Prevention* (CDC) for programs intending to enroll in the *Vaccines for Children* program. In addition to the refrigerators and freezers, professional vaccine transport coolers were purchased so the vaccines could be brought to the units for administration or, in the event of power failure, to an alternate emergency refrigeration site. Data loggers were also purchased for all four devices.

What Happens Next

Pima County now has the ability to store vaccines that are needed or may be needed in the future.

IDENTIFICATION NUMBER

PC19

EXPENDITURE CATEGORY

1.7

Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

ADOPTED BUDGET

\$35,187.43

TOTAL EXPENDITURES

\$35,187.43

STATUS

Complete

Correctional Health Vaccine Purchase

Project at a Glance

As part of Pima County’s commitment to ending the COVID-19 pandemic, CSLFRF was used to purchase COVID-19 vaccines specifically for youth and adults remanded to the Pima County Juvenile and Adult Detention Centers. Given that court-involved individuals are considered at higher risk for contracting communicable diseases and may be less likely to receive preventive health care, Pima County made the decision to expand vaccination efforts to other communicable diseases once the incident rate of COVID-19 had subsided.

Community Benefit

Ten unique vaccines have been purchased and stored for both the Pima County Adult Detention Center (PCADC) and the Pima County Juvenile Detention Center (PCJDC), including Human Papillomavirus (HPV), Meningococcal, two different Meningitis B, Tdap, Hepatitis A, Hepatitis B, Pneumococcal, Zoster, and Varicella viruses. Of note, 156 youth have received vaccinations since the immunization program began. Currently, there are 18 youth at PCJDC. Of the 18, six were up to date on vaccinations when they entered the facility. Of the 12 remaining youth, six were updated on their vaccines, receiving three to five vaccines at a time. Pima County will be able to successfully purchase vital vaccines to support the County’s health needs. Six hundred and ten (610) additional vaccines have been purchased and 522 vaccines have been administered to those in need. This project will continue to further enhance access to crucial healthcare services for individuals housed in Pima County Detention Centers.



IDENTIFICATION NUMBER

PC20

EXPENDITURE CATEGORY

1.7

Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

ADOPTED BUDGET

\$164,812.57

TOTAL EXPENDITURES

\$136,826.22

STATUS

Ongoing

Project Highlight



522

Vaccines have been administered to individuals in both the Adult and Youth Pima County Detention Centers



Juvenile Correctional Dental

Project at a Glance

In-house dental care is being provided to children under the age of 18 staying at the Pima County Juvenile Detention Center (PCJDC) and the Pima County Adult Detention Center (PCADC), which has reduced possible COVID-19 and other communicable disease exposure in the community while in the care of the court system. Additionally, this has significantly increased the number of juveniles receiving preventive and corrective dental care. For some youth, the care received in custody is their first visit to a dentist and dental hygienist. Equipment purchased to provide these services includes a dental chair and light, dental x-ray machine, lead aprons, dental educational posters and books, and “goodie bags” containing a toothbrush, dental floss, and toothpaste.

Community Benefit

Prior to the initiation of this program, juveniles detained at PCJDC were only able to receive dental care offsite; receiving this care required the guardian to arrange the appointment, be present at the appointment, and be financially responsible for the appointment. This procedure placed a burden on the children, who were required to be transported in handcuffs, as well as on the security staff remaining at the facility, since an officer was required to travel with the child.



Dental suite within PCJDC. Photo by Pima County Behavioral Health.

To date, 324 youths (100%) have received dental services ranging from cleanings to cavity treatment and tooth extraction. Prior to outfitting the dental unit, juveniles at PCJDC were only able to receive high-level dental evaluations and were sent off-site for dental surgeries. Since the onset of this project, the dentist and hygienist have been able to perform preventative (and comprehensive dental) screenings, multiple procedures, and have no restrictions on how often juveniles are seen.

This program also provides dental care to juveniles who are held at the PCADC. To date, 127 youths (100%) have received dental services. Juveniles must be out of sight and sound of all detained adults, which makes getting to dental suite challenging. To maintain the required separation between the two populations, Pima County Behavioral Health Department (PCBH) ordered a portable dental unit, portable dental x-ray device, and portable dental chair. Dental staff are examining the youth in their pod to begin their treatment plan. Once all the portable dental equipment arrives, it will be possible to deliver services on the units thus alleviating the need to bring the juvenile down to the dental suite.

What Happens Next

Previously, detained youth were restricted to off-site dental services, resulting in only 41 total visits in a two-year time span. Since July 2023, 1,054 dental visits have been provided on-site thanks to the Juvenile Correctional Dental Program. This project will continue to provide dental care to juveniles detained at the PCJDC and PCADC.

IDENTIFICATION NUMBER

PC22

EXPENDITURE CATEGORY

1.14

Other Public Health Services

ADOPTED BUDGET

\$100,000.00

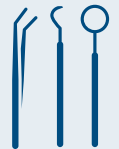
TOTAL EXPENDITURES

\$94,650.43

STATUS

Ongoing

Project Highlight



1,054

Dental visits since July 2023



451

Youths served



Pima County Courts - Remote Enabled Projects

Project at Glance

Pima County Superior, Juvenile, and Consolidated Justice Courts spent \$3,000,000.00 in CSLFRF to implement technology infrastructure to adapt court operations to mitigate exposure to COVID-19, reduce backlogs, and support court compliance.

Community Benefit

The courtroom updates support conference calls and remote hearings allowing the Pima County Superior Court to provide enhanced audio/visual services to court users as well as serve clients remotely. Additional benefits include enhanced continuity of operations (COOP) readiness, and robust disease transmission mitigation protocols.

Adult Probation Officers and Juvenile Probation Officers received laptops which enables remote client engagement. The updated conference room and training equipment allow for more efficient and effective staff training. A new Mental Health Application enhances support services for clients with special needs.



Upgraded courtroom. Photo by Arizona Superior Court in Pima County.

Project 1: Courtroom Upgrades – All planned courtroom upgrades have been completed. Distanced bench conferencing was installed for all 27 trial courtrooms at Superior Court. Additionally, 17 Superior Court and Juvenile Court courtrooms now support remote hearings. Ten Pima County Consolidated Justice Court (PCCJC) courtrooms were also upgraded to support remote hearings and enhanced audio/visual services.

Project 2: Jury Deliberation Room Upgrades – Ten Superior Court jury deliberation rooms were

upgraded to accommodate digital evidence viewing resulting in improved safety for jurors and reduced evidence transportation costs.

Project 3: Probation Laptops – A total of 114 laptops for Adult Probation Officers and Juvenile Probation Officers were purchased and distributed. Juvenile Probation Officers were surveyed to obtain feedback on laptop satisfaction and quality. Of note, the respondents felt the laptops increased their ability to provide necessary probation education programs remotely. Additionally, the laptops enabled them to offer families the option of remote/virtual interviews to improve probationers’ participation in remote probation programs, and to effectively engage with probationers remotely.

Project 4: Upgrade Conference and Training Rooms – Superior Court Conference rooms 920, 945, and the Court Training Center have been upgraded with new audio/visual technology enabling remote training participation.

Project 5: Development System Upgrades – A new Mental Health Application (MHA) was completed and deployed. As of June 30, 2024, the MHA has served a total of 68 clients.

IDENTIFICATION NUMBER

PC36

EXPENDITURE CATEGORY

1.7

Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)

ADOPTED BUDGET

\$3,000,000.00

TOTAL EXPENDITURES

\$3,000,000.00

STATUS

Complete



Fire District COVID-19 Support

Project at a Glance

The Pima County Board of Supervisors, in recognition of the essential and irreplaceable public health and safety role fire districts serve in Pima County, prioritized reimbursing fire districts for expenses related to the effects of the COVID-19 pandemic that were not covered by other funding sources. Throughout the COVID-19 pandemic, rural fire districts incurred additional non-reimbursable expenses, specifically personnel-related expenses, personal protective equipment (PPE), and supply expenses related to providing emergency services.

Community Benefit

The Pima County Fire Chiefs Association solicited requests from fire districts and related non-profits operating outside of the municipal fire departments' service areas for reimbursement of eligible expenses. Seven Pima County fire districts received reimbursements from Pima County's CSLFRF. Through the Fire District COVID-19 Support project, local fire districts improved their ability to respond to emergency situations within the communities they serve. The project was completed in Fall 2022.

Pima County Department of Grants Management and Innovation (PCGMI) in 2022 was presented with a Community Partnership Commendation Award by the Northwest Fire District in recognition of an act or series of acts that foster a positive relationship between the recipient organization and the District for providing excellent services to the constituents of the Northwest Fire District.

IDENTIFICATION NUMBER

PC46

EXPENDITURE CATEGORY

1.14

Other Public Health
Services

ADOPTED BUDGET

\$938,452.06

TOTAL EXPENDITURES

\$938,452.06

STATUS

Complete

Public Health Vaccination Wayfinding Ellie Towne



Project at a Glance

Pima County allocated \$4,883.91 of CSLFRF to support Pima County Public Health Preparedness efforts for a COVID-19 site set up at the Ellie Towne Flowing Wells Community Center (Ellie Towne). Ellie Towne, a County-owned community center, was identified as an appropriate access point for COVID-19 testing at the start of the pandemic in 2020.

Community Benefit

The Public Health Vaccination Wayfinding Ellie Towne project provided clear signage, testing instructions, and navigation support to facilitate safe and effective service delivery at the Ellie Towne COVID-19 testing site. Through this site, the County was able to source and deploy COVID-19 serology testing to the community at no cost.

IDENTIFICATION NUMBER

PC48

EXPENDITURE CATEGORY

1.2

COVID-19 Testing

ADOPTED BUDGET

\$4,883.91

TOTAL EXPENDITURES

\$4,883.91

STATUS

Complete

PC Employee Vaccine Incentive Project



Project at a Glance

This project was approved by Pima County Board of Supervisors in August 2021 to provide incentives to Pima County employees who were fully vaccinated by October 2021. The project was deployed to encourage employees and their families to get vaccinated for COVID-19 while improving the health and wellness of the Pima County community.

Community Benefit

The Pima County Human Resources and Benefits Department successfully marketed and administered the project by allocating a one-time \$300.00 COVID-19 Health incentive and three days of approved paid leave for Pima County employees when they submitted proof they were fully vaccinated before October 1, 2021. The project started on October 1, 2021, and is currently ongoing. Over the period, more than 4,000 employees submitted proof of vaccinations and received the \$300.00 incentive and three days of approved paid leave benefits.

IDENTIFICATION NUMBER

PC54

EXPENDITURE CATEGORY

1.1

COVID-19 Vaccination

ADOPTED BUDGET

\$6,328,203.00

TOTAL EXPENDITURES

\$6,294,039.75

STATUS

Complete

Project Highlight



4000+

Employees
submitted proof of
vaccination

Strangulation Exams



Project at a Glance

Pima County is using CSLFRF to provide forensic strangulation exams to victims of strangulation at no charge. Arizona Revised Statute 13-1414 mandates that the county where the offense occurred is responsible for covering all expenses related to forensic evidence collection from victims of sexual assault. Therefore, Pima County has finalized a contract with Southern Arizona Center Against Sexual Assault (SACASA), a division of CODAC Health, Recovery & Wellness, to perform the strangulation exam process. Through this contract, CODAC is delivering competent and compassionate medical care, enhancing survivors' trust in the legal system, improving the chances of successful prosecutions, and minimizing the trauma experienced by survivors of sexual violence throughout the investigation process.

Community Benefit

Forensic strangulation exam results are critically important to victims, especially when pursuing legal action against the perpetrator. While maintaining the anonymity of those receiving examinations, this project will record the number of strangulation exams and collect demographic data such as age, gender identity, and race/ethnicity.

What Happens Next

SACASA has performed seven strangulation exams as of June 1, 2024, exhausting the allocated funding for this project. Pima County is in the data collection phase of the project and will provide updates once the data is available.

Additionally, Pima County recently amended the current SACASA contract, which provides Sexual Assault Nurse Examiner examinations for sexual assault victims in the County, to add strangulation exams due to the increasing need in the community.

IDENTIFICATION NUMBER

PC55

EXPENDITURE CATEGORY

1.14

Other Public Health Services

ADOPTED BUDGET

\$4,500.00

TOTAL EXPENDITURES

\$2,387.36

STATUS

Ongoing

Project Highlight



7

Strangulation Exams performed since project start

Expanded Vector Surveillance



Project at a Glance

Pima County Health Department (PCHD) is using CSLFRF to enhance public health infrastructure through vector surveillance, controlling the spread of disease through animal (including insect) vectors across Pima County. Pima County has contracted Arbo Scientific for mosquito surveillance by weekly trapping of mosquitos from June through October. It will also perform PCR testing on the trapped mosquitoes. PCHD will purchase sub-zero freezers to preserve the mosquitoes trapped for further investigation.

Community Benefit

The Expanded Vector Surveillance project improves the ability of PCHD to protect the community from disease transmitted by animals and insects. In Fiscal Year 2024 (July 1, 2023 – June 30, 2024), PCHD trapped 88,373 mosquitoes out of which 11,322 were males and 77,051 were females. During the same period, PCHD hosted five events/presentations (as of yet) throughout the community. The Vector Surveillance program is in the process of procuring the sub-zero freezers as of June 2024 in order to save the samples for 1 year.

What Happens Next

The Expanded Vector Surveillance project will continue to ensure that diseases from animal and insect vectors are monitored and controlled in Pima County. The project will continue to grow and to provide awareness on disease transmission at the community level throughout Pima County. This project will also help PCHD improve their institutional capacity in case of other disease outbreaks in the near future.

IDENTIFICATION NUMBER

PC57

EXPENDITURE CATEGORY

1.14

Other Public Health Services

ADOPTED BUDGET

\$536,094.55

TOTAL EXPENDITURES

\$94,123.51

STATUS

Ongoing

Project Highlight



88,373

Mosquitoes trapped



Mobile Health Clinic

Project at a Glance

Pima County Health Department (PCHD) will purchase and outfit a vehicle as a mobile health clinic to reach residents living in rural and other medically underserved areas of Pima County. The clinic will provide reproductive/sexual health services, vaccinations/immunizations, HIV/STI services, basic blood pressure and A1c screening, referral to other services, and health promotion services.

Community Benefit

PCHD has already contracted *Chef Units LLC* for the procurement of a new class A vehicle and outfit it as a mobile clinic. The Mobile Health Clinic project will expand the mobile clinic program within the Tucson area, connect Pima County community members residing in rural and underserved areas with easier access to healthcare services, and collaborate with other community partners.

What Happens Next

The new mobile health vehicle is expected to be available to PCHD by December 31, 2024, (barring any vendor delays) and will start to provide services to residents living in rural and other medically underserved areas of Pima County.

The Mobile Health Clinic program is currently supported by clinical services program staff, nurses, and clinicians. These roles, necessary supplies, and services are funded under the Health Department’s general fund in addition to some supplemental funding from our Title X grant and COVID Vaccine Equity grant.

IDENTIFICATION NUMBER

PC58

EXPENDITURE CATEGORY

1.14

Other Public Health Services

ADOPTED BUDGET

\$600,000.00

TOTAL EXPENDITURES

\$0.00

STATUS

Ongoing

Transition Center



Project at a Glance

The Transition Center (TC) connects individuals released from the Pima County Adult Detention Center with needed health, social, and housing (or other identified) services. This program and facility is integral to supporting the continuum of services for the justice involved population, It is expected to reduce re-arrest of individuals released on a pre-trial basis and increase compliance with court expectations, including attendance at future court hearings.

Community Benefit

The Transition Center helps justice-involved individuals access crucial services and reduces barriers to employment, housing, healthcare, and social services. Community members who are not justice-involved may also seek assistance from the Transition Center. The project aims to lower criminal activity, increase access to social services, and reduce strains on emergency services.

The project started on August 3, 2023. Since its inception through June 30, 2024, the project has assisted 806 unique individuals. Staff have made 1,013 total contacts. The following are duplicated counts because some individuals contact Justice Navigator staff multiple times. Adults released on a pre-trial basis requested:

- Follow-up support from Justice Navigators 950 times.
- Support from the program 851 times.
- Information and other resources 835 times.
- Referrals to community agencies 222 times.



Pima County Transition Center. Photo by Pima County Justice Services.

Five percent of individuals seen by the Transition Center were booked within 7 days of TC visit, and 12.5% of individuals were booked within 30 days of TC visit. The project assisted 570 individuals with a searchable court date. 43.3% (247 individuals) showed up to their subsequent court date.

Out of 806 unique individuals, 593 (73.6%) individuals identified themselves as male, 208 (25.8%) individuals identified themselves as female, and five (0.6%) individuals identified themselves as transgender. Based on ethnicity, 453 (56.2%) individuals reported as non-Hispanic, 321 (39.8%) as Hispanic, and 32 (4.0%) as Unknown. Based on race, 74.3% of individuals reported themselves as Caucasian race.

What Happens Next

The Transition Center and its staff, including Justice Navigators—who have personal experiences similar to justice-involved individuals—will continue to support individuals in connecting with necessary services and reducing barriers to attending court procedures. The program aims to empower individuals and improve their access to community services.

IDENTIFICATION NUMBER

PC59

EXPENDITURE CATEGORY

1.4

Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, Child care facilities, etc.)

ADOPTED BUDGET

\$1,000,000.00

TOTAL EXPENDITURES

\$598,597.77

STATUS

Ongoing

Project Highlights



806

Individuals served since August 2023



222

Referrals to other community agencies



EC 2

Negative Economic Impacts

Pima County's Negative Economic Impacts initiatives address community members' basic needs for food and shelter, and high-quality early childhood education, help residents access family sustaining wage employment, and reinvigorate the local tourism market.

Workforce Investment Services



These projects assist job seekers with employment training, education, support services, and provide digital infrastructure upgrades to the Pima County departments that support these efforts.

Early Childhood Education



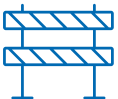
The PEEPs project provides pre-schooling to disadvantaged families, helping children grow and making it easier for their parents to return to work.

Housing and Food Security



These projects helped equip local pantries with operational support for increased need and provide shelter and legal services to the homeless and renters facing evictions.

Economic Development



These projects aid in the repair and marketing of local attractions in entertainment, hospitality, and tourism.

Emergency Housing - Medical Support



Project at a Glance

This project provided no-cost COVID-19 testing, COVID-19 vaccination, and medical staff support for individuals and families seeking legal asylum who were temporarily sheltered at sites in Pima County.

Community Benefit

Staffing and supplies were provided by *SJM Premier Medical Group USA* (PMG) for COVID-19 testing and vaccination for asylum seekers at the *Casa Alitas Welcome Center* (CAWC) beginning December 1, 2021. In addition to testing and vaccination, all individuals that tested positive for COVID-19 were provided medical monitoring during the CDC recommended quarantine period. From inception to project completion (January 2023), the project served 77,892 asylum seekers, and administered COVID-19 tests to the same number of individuals. 3,864 individuals (5%) tested positive for COVID-19.

What Happens Next

The project stopped vaccinating asylum seekers at CAWC in June 2022 as the Federal Government started vaccinating them at the border. Prior to June 2022, the project administered over 2,000 COVID-19 vaccine doses to asylum seekers.

IDENTIFICATION NUMBER

PC07

EXPENDITURE CATEGORY

2.16

Long-term Housing Security: Services for Unhoused Persons

ADOPTED BUDGET

\$775,000.00

TOTAL EXPENDITURES

\$775,000.00

STATUS

Complete

Project Highlights



77,892

Asylum Seekers served



Over 2,000

Asylum Seekers vaccinated



Emergency Eviction Legal Services (EELS)

Project at a Glance

The Emergency Eviction Legal Services (EELS) project was initiated at the direction of the Pima County Board of Supervisors in March 2021 and began serving Pima County residents in August 2021. EELS fills a gap in the justice system and in Pima County’s continuum of efforts to reduce homelessness by providing no-cost legal and other services to tenants facing eviction.

Website: Emergency Eviction Legal Services
<https://www.pima.gov/957/Emergency-Eviction-Legal-Services>

Community Benefit

The EELS team ensures that eligible tenants are connected directly with highly qualified counsel who provide either brief legal assistance or full legal representation. Since inception (August 2021), there have been 6,762 clients served by EELS, and 2,349 referred to legal services. Of those referred to legal services 1,659 received brief legal assistance while 690 received full legal representation.

“ I would like to thank you and your team for all the help you provided for my family and I, **you helped turn a nightmarish, impossible situation into something very positive and helped us grow as a family.** Thank you again, for EVERYTHING!!! ”

-EELS Client

Demographics

Race and Ethnicity

Race and ethnicity data is captured during the eligibility and enrollment period. This data is self-reported through an intake interview process by EELS staff and input into the EELS case management system, *Apricot*. Of the 6,762 households served, the top three subcategories for race were 3,213 (48%) White, 2,397 (34%) Unknown/preferred not to answer, and 800 (12%) Black. These numbers have not changed significantly compared year to year.

Out of the 6,762 applicants, 2,410 (36%) identified as Hispanic or Latino, 2,959 (44%) identified as Non-Hispanic or Latino, and 1,393 (21%) indicated, “Prefer not to answer” or “n/a”.

Gender

The EELS applicant data demonstrates that the applicants that identify as female are the largest subset of total applicants, representing 3,618 (54%), with individuals that identify as male

“ **We won our case with much help from you and the [attorney]. He was great in court. The case was dismissed.** So, thank you so much, really. ”

-EELS Client

IDENTIFICATION NUMBER

PC09

EXPENDITURE CATEGORY

2.18

Housing Support: Other
Housing Assistance

ADOPTED BUDGET

\$6,213,785.49

TOTAL EXPENDITURES

\$2,442,243.38

STATUS

Ongoing



representing 2,131 (32%) of total applicants. Four applicants have identified as non-binary, nine applicants preferred not to answer, and 1,000 (14%) respondents are unknown or did not respond.

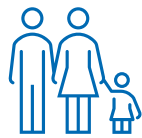
What Happens Next

In the past year, EELS has continued to provide an innovative and holistic approach to prevent evictions and keep families in their homes. In a three-year span, EELS served 6,762 households with wrap-around services including expedited access to the Emergency Rental Assistance Program, job assistance, and legal services. EELS will continue to provide their necessary services to the community with CSLFRF support in the next year. EELS launched an integrated rental assistance program in July 2024 using \$2,000,000.00 in reallocated CSLFRF resources. This program targets tenants at imminent risk of eviction with a goal of preventing new cases from being filed or heard in court. EELS has designed a streamlined program with additional sustainability qualification requirements to help prevent recidivism among recipients. EELS’ residence in the Community & Workforce Development Department facilitates direct referrals to other departmental programming such as job assistance or childcare to help clients maintain a path to sustainability.

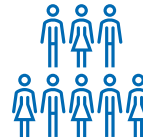
EELS is currently pursuing opportunities to extend this vital program beyond the exhaustion of CSLFRF, including CDBG-PRICE funding (in partnership with the City of Tucson) and HUD Eviction Protection Grant funding.

Project Highlights

53%
Of Households with children are single parents



6,762
People served by EELS



36%
Of people receiving EELS services are Hispanic

Pima Early Education Program Scholarships (PEEPs)



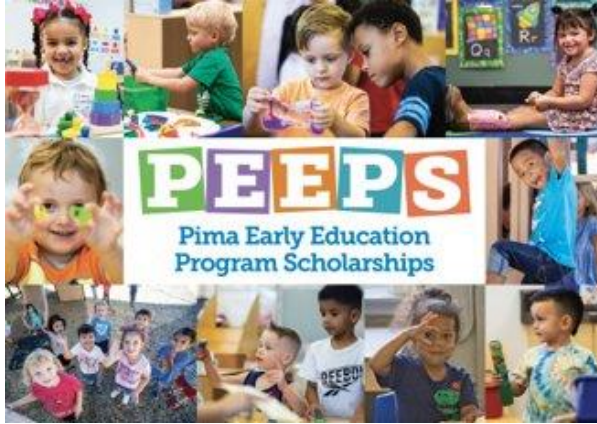
Project at a Glance

Pima Early Education Program scholarships (PEEPs) was created to increase the number of income eligible three to five-year-old children attending high-quality preschools and to increase the number of high-quality preschools in Pima County. The focus is on serving children from economically disadvantaged families with income at or below 300% of the Federal Poverty Level, racial or ethnic minority children, and dual language learners. This program supports parents returning to work and provides children with the care and education they need to overcome educational disparities exacerbated during the COVID-19 pandemic.

Community Benefit

In School Year 2024 (SY24), PEEP's served more than 1.4 times the number served in 2023 (1,923 vs. 1,356).

Table 1, below, presents the information on the types of preschools funded by PEEP's and the number of students served in Pima County for SY24.



PEEPs postcard. Photo by Pima County Community & Workforce Development.

Table 1 - Types of Programming Funded by PEEP's and Number of Students Served in SY24

Type	Number of preschools	Total number of students served
Quality First Scholarships	140	1,128
Head Start Extended Day	11	182
School District Expansion	34	613
Total	185	1,923

There are four types of preschool operators supported by PEEP's: private preschool centers (41.9%), public school district preschool classrooms (41.3%), preschools in private residences (including group homes) (10.5%), and Head Start classrooms (6.4%). These preschools serve the six jurisdictions of Pima County: the Town of Marana, the Town of Oro Valley, the Town of Sahuarita, the City of South Tucson, the City of Tucson, and Unincorporated Pima County.

Demographics

School Districts with PEEP's supported expansion classrooms, Head Start sites with PEEP's supported extended hours of operation, and Quality First Providers (started reporting on demographics for SY24) with PEEP's supported scholarships through First Things First (FTF) report on the race/ethnicity of children served. Demographic data was collected on 635 of 1,356 students in 2023 and 1,917 of 1,923 students in 2024. In 2024, students identified as belonging to a racial or ethnic minority accounted for 75% of the total group while 78% of total students identified as belonging to a racial or ethnic minority in 2023. In 2024, 62% of total students were identified as Hispanic of any race while 65% of total students were identified as Hispanic of any race in 2023. All PEEP's enrolled students' households earn less than 300% of the federal poverty level for family size (FPL) and many earn less than 200% FPL. Additionally, CWD PEEP's staff tracks the number of

IDENTIFICATION NUMBER

PC10

EXPENDITURE CATEGORY

2.11

Healthy Childhood Environments: Child Care

ADOPTED BUDGET

\$29,943,454.00

TOTAL EXPENDITURES

\$18,659,824.58

STATUS

Ongoing

Project Highlights



1,923

Students served in 2024



185

Preschools served in 2024



PEEPs students recognized as dual language learners. In 2023, 117 of 635 students were recognized as dual language learners and in 2024 that number jumped to 394 of 1,917.



PEEPs students playing. *Photo by Pima County Community & Workforce Development.*

What Happens Next

The number of children supported by PEEP's has been increasing every year since the project's inception. The County's commitment to advancing early childhood education and ensuring affordable access to high-quality preschools for all families remains a top priority moving forward. The Pima County Board of Supervisors had already approved a portion of the Library District tax rate increase to fund PEEP's beyond the end of CSLFRF for sustainability.



Community and Workforce Development Data System Upgrade

Project at a Glance

Pima County is acquiring and implementing a new data management system to improve services provided within the Community and Workforce Development (CWD) Department. The U.S. Treasury's Final Rule specifically articulates improvements to data management systems to "improve public delivery of government programs and services" as an allowable expense. The Department has seen a drastic increase in program requests and direct client assistance since the onset of the COVID-19 pandemic, and many of its programs directly support individuals and families negatively impacted by the pandemic.

Community Benefit

The primary beneficiaries of this initiative are individuals and families facing challenges due to the COVID-19 pandemic. CWD has been working tirelessly to support them, and this data system upgrade is a significant step in ensuring that help reaches those who need it most efficiently.

Through implementation of this project, CWD plans to expand on its role as a physical "one-stop" for accessing services by implementing a "digital one-stop." The system will replace four separate systems used by various programs, helping de-silo services and provide a more seamless customer experience. The vendor has been building the public facing and backside of the platform. The vendor has been hosting sessions to develop and customize the system to a variety of CWD programming. Testing is also ongoing as the system is developed.

What Happens Next

By establishing this system, CWD will be able to deliver its programs and services to the constituents of Pima County. The way these services are provided will be more efficient and can meet the needs of individuals and families negatively impacted by the pandemic and any future health emergencies.

IDENTIFICATION NUMBER

PC11

EXPENDITURE CATEGORY

2.37

Economic Impact
Assistance: Other

ADOPTED BUDGET

\$955,939.51

TOTAL EXPENDITURES

\$632,466.00

STATUS

Ongoing

Emergency Housing Support, Case Management, and Supportive Services

Project at a Glance

The Emergency Housing Support and Case Management (Emergency Housing) project provides temporary housing plus case management and supportive services, focusing on individuals and families experiencing homelessness resulting directly, or indirectly, from eviction. The goal of the project is finding permanent housing solutions for those served. This project will also provide youth programming to help promote educational and economic growth among opportunity youth who face barriers to educational and economic opportunity. The Community Workforce and Development (CWD) department is responsible for projects that address homelessness throughout the County and enters all project data for shelter clients into the Homeless Management Information System (HMIS) database.

Community Benefit

The Emergency Housing project began January 26, 2022. CWD has secured non-congregate residential hotel space to house newly evicted individuals and families at risk of experiencing homelessness. This facility will support project growth and continued demand in the community. Since the inception of the project, CWD has operated Emergency Housing in 40 non-congregate hotel rooms, while also expanding to an additional hotel based on demand for the project and staffing availability. In October 2023, in a partnership with the City of Tucson, the Emergency Housing project moved to a new facility, The Craycroft, offering more rooms and spaces at a lower rate. Effective July 1, 2024, the program was expanded to include youth programming.

To date, the project has served 1,200 individuals, including 395 households⁴. Of the households served, more than half (242) included children. Most individuals and families stay an average of 86 days. Of the 1,200 individuals served by the Emergency Housing Project, 950 individuals (86%) left by June 30, 2024. Most project departures, 802 individuals (84%), exited to a positive housing destination. Permanent housing arrangements found by project exits include rentals with no ongoing subsidy (27% of all project departures), rentals with an ongoing subsidy (38% of all project departures) or staying or living with family (13% of all project departures).

“ This program made it faster and easier to find a job and housing without spending all of my energy on worrying whether my kids were going to have a safe and comfortable place to sleep or if they’re going to have food to eat. ”

-Emergency Housing Client

Demographics

Race and Ethnicity

Race and ethnicity data is captured during the enrollment period. This data is self-reported through an intake process. Of the people served, the top three subcategories for race were Multi-race (38%), White (36%), and Black (14%).

⁴ *At least 95 individuals and 47 households are duplicated because of a shelter change or reentry into the program.



IDENTIFICATION NUMBER

PC13

EXPENDITURE CATEGORY

2.18

Housing Support: Other Housing Assistance

ADOPTED BUDGET

\$6,731,584.00

TOTAL EXPENDITURES

\$2,533,185.75

STATUS

Ongoing

Project Highlights



84%

Of exits left to a positive housing destination



58%

Of people served identify as female



Gender

The Emergency Housing data demonstrates that the individuals that identify as female are the largest subset of people served, representing 58%, while individuals that identify as male representing 42% of total people served.

What Happens Next

Community and Workforce Development recently received an additional grant from the Arizona Department of Housing which will allow them to continue supporting operations at The Craycroft non-congregate residential hotel. This grant is projected to sustain the program through Fiscal Year 2025-26. The funding will continue to provide on-site case management and supportive services, along with assisting clients transition to new housing. In addition, clients who receive rehousing assistance will continue to receive comprehensive case management from Pima County's nonprofit partner *Compass Affordable Housing* to help promote long-term sustainability.

“ My daughters and I went from being homeless and having nothing to having hope for a better future and having a home, a job, and a better life ahead. ”

-Emergency Housing Client



Visit Tucson Destination Promotion

Project at a Glance

Economic activity in the tourism, travel and hospitality sector of Pima County’s economy decreased dramatically with the onset of the COVID-19 pandemic. The Arizona Office of Tourism (AOT) published an analysis of data from the Bureau of Economic Analysis showing that total direct travel spending dwindled from \$3.189 billion in 2019 to \$1.609 billion in 2020.⁵ The Pima County Department of Attractions and Tourism received a \$2,000,000.00 subaward from Pima County’s allocation of CSLFRF to fund the Visit Tucson Destination Promotion campaign. The purpose of the Visit Tucson Destination Promotion project was to mobilize Pima County’s official, non-profit, destination marketing organization, *Visit Tucson*, to develop and execute a marketing campaign that would entice populations within and outside Southern Arizona to pursue leisurely, recreational, and tourist activities in and around Pima County. The goal was to restore commercial activity within the tourism, travel, and hospitality sector of Pima County’s economy.

Community Benefit

Visit Tucson began advertising for local attractions in 2022. Pima County’s 2023 Annual CSLFRF Report shows that the marketing campaigns for seven local attractions were very successful. *Visit Tucson* spent \$297,208.00 on advertising for the *Arizona-Sonora Desert Museum*, *Colossal Cave*, the *Historic Pima County Courthouse*, the *Pima County Fair*, *Pima Air & Space Museum*, and *Old Tucson*. The dollars invested in advertising led to 16,266 room-night stays among 12,834 travelers and a projected monetary impact of \$7,482,222.00. The ads returned \$25.18 for every dollar spent on advertising.

For the remainder of 2023, *Visit Tucson* drove an extensive marketing campaign to promote travel to local events. Table 2 displays measurements of key performance indicators related to the dollars spent on advertising for 10 events held in Tucson. Totals in the bottom row do not include data for the Cologuard Classic, which also appears in Table 2.

Advertising for sporting events in Tucson during the next fiscal year was even more successful than advertising for locations in the previous fiscal year. \$71,037.00 spent on advertising for 10 sporting events returned a total earned income of \$12,034,200.00 and 16,477 room-night bookings. Every dollar spent on advertising yielded an average of \$169.41. The ad campaign for the EA West Regional Showcase was the most successful regarding the return on investment. \$14,000 dollars spent on advertising resulted in 10,000 room-night bookings that generated approximately \$8,000,000.00 in earned income. The average return for every dollar spent was \$571.43. Ads for the U.S. Tennis Association League Nationals, an event which transpired over three weekends, returned \$226.67 of earned income for every dollar spent in addition to 1,735 room-night bookings.



U.S. Masters Championship. Photo by Pima County Attraction & Tourism.

⁵ [AZ Final 2023-06-13.pdf](#), p. 77.

IDENTIFICATION NUMBER

PC24

EXPENDITURE CATEGORY

2.35

Aid to Tourism, Travel, or Hospitality

ADOPTED BUDGET

\$2,000,000.00

TOTAL EXPENDITURES

\$1,999,829.24

STATUS

Complete



In addition, *Visit Tucson* invested \$135,587.00 of CSLFRF into expanding, improving, and promoting five community events. First, *Visit Tucson* helped the *Southern Arizona Arts and Cultural Alliance (SAACA)* fund *The Toast with the James Beard Foundation* at the Ventana Golf Club. *The Toast with the James Beard Foundation* celebrated creative arts in the desert southwest and included food stations, dancers, mariachis and painters. Tickets for the outdoor event sold out and more than 150 people attended. *Visit Tucson* also aided with the Tucson City of Gastronomy Chef Ambassador program.

Table 2 - Measurements of Key Performance Indicators for Event-related Advertisements

Event Name	Start Date of Event	End Date of Event	ARPA-CSLFRF Dollars for Event Ads	# of Room Night Bookings	Earned Income	Dollar Return on Each Ad Dollar Spent
El Tour de Tucson	11/14/2023	11/19/2023	\$10,000.00	3,122	\$1,600,000.00	\$160.00
U.S. Tennis Association League Nationals	9/28/2023	10/15/2023	\$7,500.00	1,735	\$1,700,000.00	\$226.67
North American Bodybuilding Federation Tucson Multiverse Naturals Classic	11/10/2023	11/11/2023	\$500.00	11	\$5,400.00	\$10.80
USA Artistic Swimming Masters Championship	10/18/2023	10/23/2023	\$6,537.00	432	\$264,000.00	\$40.39
USA Ultimate SoCal Sectionals	9/8/2023	9/10/2023	\$5,000.00	315	\$47,800.00	\$9.56
Prospect Wire Tucson Fall Classic	9/23/2023	9/25/2023	\$5,000.00	280	\$125,000.00	\$25.00
Xtreme Barrel Racing	12/27/2023	12/31/2023	\$20,000.00	280	\$125,000.00	\$6.25
Tucson Invitational Games Fall Fiesta	11/10/2023	11/11/2023	\$1,250.00	180	\$85,000.00	\$68.00
Tucson Invitational Games Winter Championship	12/9/2023	12/10/2023	\$1,250.00	122	\$82,000.00	\$65.60
EA West Regional Showcase	9/29/2023	10/1/2023	\$14,000.00	10,000	\$8,000,000.00	\$571.43
ColoGuard Classic	3/2/2023	3/9/2023	\$18,750.00	-	-	-
Subtotals (First 10 Events)			\$71,037.00	16,477	\$12,034,200.00	\$169.41
Totals			\$89,787.00	16,477	\$12,034,200.00	\$169.41

Film Fest Tucson also received assistance from *Visit Tucson* to widen the scope of the event and attract a larger audience. *Visit Tucson* aided with the *TCC-Mexican Independence Day Celebration* when it needed to move to a larger space due when there was not enough room at the intended location. *Visit Tucson* collaborated with *Madden Media* to formulate a digital advertising strategy that will market events in Tucson after the expiration of the *Visit Tucson Destination Promotion* project. Lastly, *Visit Tucson* teamed up with Pima County Attractions and Tourism to upgrade the Southern Heritage and Visitors Center. Together, they worked to include closed captioning for a new video that will show at the Center and to purchase items that will help tour guides and visitors have more enriching experiences at the Center.

The analysis published by AOT, which is cited in the purpose section on the previous page, shows that total direct travel spending for Pima County increased to \$2.786 billion in 2021 and again to \$3.273 billion in 2022.⁶ These results are clear demonstrations of economic recovery in Pima County’s tourism, travel and hospitality sector. KPI measurements for the *Visit Tucson Destination Promotion* project strongly suggest that the project played a role in Pima County’s recovery.

⁶ Ibid, p. 77.

City of Gastronomy Food Destination Promotion



Project at a Glance

The COVID-19 pandemic permanently crippled commercial dining offered by local restaurant and bar owner-operators in 25 instances within Pima County's tourism, travel, and hospitality sector.⁷



Parma Meets Tucson Exchange Fundraiser. Photo by Tucson City of Gastronomy.

The Pima County Department of Attractions and Tourism sponsored the Tucson City of Gastronomy (TCoG) with the City of Gastronomy Food Destination Promotion project, which aimed to revitalize the commercial dining industry in Tucson. Tucson is the first city in the United States to receive the UNESCO City of Gastronomy designation. With coordination from the UNESCO Focal Point and President of TCoG, Dr. Jonathan Mabry, the City of Gastronomy Food Destination Promotion project sponsored a series of events to highlight Southern Arizona's food culture.

Community Benefit

Tucson was the first of four cities to host the initial launch of *Pueblos del Maíz Fiesta* in 2022. The ad campaign reached 1.8 million people and made 2.7 million impressions. Five thousand eight hundred (5,800) people attended the 2022 inaugural event. The 2023 marketing campaign harnessed various forms of media, reaching over 8.5 million unique individuals and obtaining nearly 6.9 million impressions. Estimated total attendance in 2023 was 5,500 people over the four-day span at all seven locations in and around Tucson. The four-day-long festival consisted of 12 events in which attendees learned about and celebrated the role of corn in the history, cuisine, and food cultures of Southern Arizona. Participants in the program included expert panelists, musicians, local vendors, artisans from the area, and chefs. Not only did *Pueblos del Maíz Fiesta* generate economic activity for local vendors in the area, TCoG gained advertising materials in the form of videos and pictures to include in future campaigns that can draw tourists to the region. TCoG also gained valuable experience to enhance food tourism promotion efforts.

This annual cuisine and culture festival has grown since its debut in 2022 and has become a significant new asset for tourism and economic growth in Southern Arizona.



TCoG Chef Ambassadors give a cooking demonstration for Hispanic Heritage Month. Photo by Tucson City of Gastronomy.

The 2024 edition lasted four days and attracted more than 5,500 attendees, including people from 7 other cities in Arizona, 15 cities in eight other U.S. states, 3 cities in Mexico, and 2 cities in Australia. More than 85 local businesses and contractors profited directly from \$613,000.00 in

IDENTIFICATION NUMBER

PC25

EXPENDITURE CATEGORY

2.35

Aid to Tourism, Travel, or Hospitality

ADOPTED BUDGET

\$500,000.00

TOTAL EXPENDITURES

\$499,225.96

STATUS

Complete

Project Highlight



\$1.1 million

Generated in overall economic impact

⁷ [25 local bars and restaurants that have permanently closed during the coronavirus pandemic | eat | tucson.com \(thisistucson.com\)](https://www.thisistucson.com)



direct spending by the festival and attendees, 75 jobs were supported, \$26,000.00 in local and state taxes were generated, and the overall economic impact (direct, indirect, and induced) was more than \$1,100,000.00 (based on data from Tucson City of Gastronomy, Visit Tucson, and Arizona Commission of the Arts).



The audience at a free concert during the Pueblos del Maiz Fiesta. Photo by Tucson City of Gastronomy.

In 2023, funding from the City of Gastronomy Food Destination Promotion grant followed up *Pueblos del Maiz Fiesta* with five more grant-sponsored events. First, the *2023 Tucson Cocktail Challenge* was a night of competition between five finalists, each with the goal of making the “Cocktail of the Year,” receiving a perpetual trophy and claiming a check for \$250. TCoG reported 116 attendees at the 2023 Tucson Cocktail Challenge and raised \$5,806.00 for its events budget after selling 76 tickets.

Second, 50 people attended the *Uniquely Tucson Cooking Demonstrations for Hispanic Heritage Month*. Two of TCoG’s Chef Ambassadors from local restaurants performed the cooking demonstrations. People attended free of charge.

Third, *Dining in the Desert* treated 52 people to a five-course supper, which was prepared by four Chef Ambassadors from TCoG and an award-winning vintner from the region. *Dining in the Desert* sold 50 tickets and raised \$5,750 for TCoG’s events budget to continue the event next year. More than 3,600 accounts received the Instagram post for *Dining in the Desert* and the post garnered over 5,000 views.

Two TCoG Chef Ambassadors were spotlighted in the fourth event by giving free *Uniquely Tucson Cooking* demonstrations at the *Raúl M. Grijalva Historic Canoa Ranch Conservation Park*. The chefs prepared dishes using traditional ingredients. The 29 attendees sampled portions of the dishes and took tours of Canoa Ranch.

The *Parma Meets Tucson Exchange* brought two chefs from Parma, Italy, a UNESCO sister City of Gastronomy, to teach on best practices in food storage and preparation in Parma. The exchange included: 1) a reception and tasting tour at Kingan Gardens, which was attended by 59 people and yielded 74,000 views from 42,000 Instagram accounts, 2) a meeting with 16 Tucson officials to discuss aspects of economic development with regard to tourism, the food industry, the culinary scene, 3) a cooking demonstration at the Desert Vista Campus of Pima Community College for a crowd of 80 people from the general public, and 4) a collaborative dinner with the chefs as a fundraiser to fund continuing chef exchanges. 82 people attended the fundraiser, which raised \$9,860.00 from ticket sales and \$1,310.00 from an auction. The Instagram post was distributed to more than 16,000 accounts and viewed more than 27,000 times.



Visiting chefs from Parma perform a cooking demonstration. Photo by Tucson City of Gastronomy.

Pima County Attractions and Tourism used CSLFRF to reinvigorate commercial dining in Tucson and to reinvest in Tucson’s distinction as a UNESCO City of Gastronomy through the City of Gastronomy Food Destination program. Attractions and Tourism empowered TCoG to raise funds for its events budget that enable TCoG to carry out future events while preserving and amplifying Tucson’s international status as the place for everyone from curious travelers to connoisseurs to find cuisine that is unique to Southern Arizona’s culture and worthy of experiencing for themselves.



Old Tucson Reopening Assistance

Project at a Glance

Old Tucson Studios is a historic property that served as a location setting for many films in the western genre. Under Pima County's ownership, it operates as a theme park, which generates economic activity within Pima County's tourism sector. Old Tucson Studios shut down during the COVID-19 pandemic and new operators took over the facility. Pima County allocated \$3,813,378.36 of CSLFRF to make repairs and renovations that make the location safer, up-to-date, and more appealing to tourists within the southern Arizona region.

Community Benefit

Old Tucson Studios closed on September 9, 2020 and reopened for business on October 6, 2022. The venue now hosts numerous shows and events throughout the year. Old Tucson Studios remains a source of employment and revenue for Pima County, as well as a source of entertainment for people within the Southern Arizona region.



Old Tucson Studios. Photo by Pima County Communications.

IDENTIFICATION NUMBER

PC26

EXPENDITURE CATEGORY

2.35

Aid to Tourism, Travel, or Hospitality

ADOPTED BUDGET

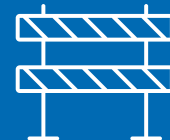
\$3,813,378.36

TOTAL EXPENDITURES

\$3,812,900.93

STATUS

Complete



Leased Properties Re-opening Assistance

Project at a Glance

Pima County’s tourism, travel, and hospitality industries declined dramatically during the first year of the COVID-19 pandemic. The Arizona Office of Tourism (AOT) estimates that direct travel spending in Pima County dropped by \$1.580 billion.⁸ Shutdowns and limited travel during the pandemic forced Pima County’s leased properties to operate in limited capacities or even to close altogether. The Leased Properties Reopening Assistance project is an opportunity for seven of Pima County’s tourist attractions to repair, renovate, and upgrade so they can make strong reentries into the business of tourism.

Community Benefit

Leased Properties Reopening Assistance is the only CSLFRF project that Pima County Attractions and Tourism has left to complete. As of May 20, 2024, Attractions and Tourism has spent 51% of its \$3.2 million allocated CSLFRF and anticipates spending all remaining funds by December 31, 2024.

Leased Properties subprojects include:

The Titan Missile Museum – is a national historic landmark formally acquired by Pima County from the U.S. Congress on May 15, 2024, after a two-year negotiation. Pima County is currently replacing the sidewalks at the site to align with Americans with Disabilities Act (ADA) standards, and admission revenue saw an 18% increase.

Pima Air and Space Museum (PASM) – Scott Marchand reports that the advertising campaign led to an 8.66% (19,067-person) increase in the number of visitors to PASM over the previous fiscal year.

Colossal Cave Mountain Park – Several projects have been completed with CSLFRF to increase visitor safety and to preserve the vitality of one of the largest dry caves in North America, which is listed on the National Register of Historic Places. Using CSLFRF, Pima County will also fund the development of the Cave Management Plan. *Recon Environmental Inc.* is drafting the plan as guidance for: 1) providing the greatest preservation of the show cave resources, perpetuate a high-quality visitor experience, and 2) maintaining cave ecosystem health while minimizing adverse impact to the ecological, paleontological, and historical resources contained within the show cave attraction.

Pima County Fairgrounds (PCF) – The Pima County Fair is an economic driver that has been held almost every year in Tucson since it was first launched in 1910. CSLFRF helped mitigate financial losses that resulted in the postponement of needed upkeep and repairs during the pandemic. The



Titan Missile Museum. Photo by Pima County Communications.

IDENTIFICATION NUMBER

PC27

EXPENDITURE CATEGORY

2.35

Aid to Tourism, Travel, or Hospitality

ADOPTED BUDGET

\$3,207,370.73

TOTAL EXPENDITURES

\$1,631,694.88

STATUS

Ongoing

⁸ [AZ Final 2023-06-13.pdf](#)

fair was held from April 18 through April 28, 2024. Admission numbers and economic impact assessment are pending, and projects are set to conclude by September 28, 2024.

Arizona-Sonora Desert Museum (ASDM) – “The Museum is regularly listed as one of the top ten zoological parks in the world due to its unique approach in interpreting the complete history of a single region (in our case this is the Sonoran Desert and adjacent ecosystems).”⁹ As with the other prime tourism sites listed here, ASDM experienced the economic downturn caused by the pandemic and CSLFRF has been used to replace air systems and complete needed repairs to enhance the visitor experience and protect the Museum’s inhabitants. The Department of Attractions and Tourism anticipates the completion of all projects at ASDM by October 1, 2024.

Ajo AZ Country Club – This project is complete.

Southern Arizona Heritage and Visitor Center (Visitor Center) – Pima County has a variety of indoor and outdoor attractions available to business and leisure travelers. Pima County’s Attractions and Tourism Department is further marketing these sites by creating virtual reality tours for residents and visitors wanting to plan their exploration and for enhancing access to individuals with limited mobility who want to experience them remotely.



Colossal Cave. Photo by Pima County Communications.

What Happens Next

Pima County’s investment in repairing, maintaining, and advertising its tourist attractions will continue to drive economic recovery and growth.

⁹ [Arizona-Sonora Desert Museum Overview and History - a Zoo, Botanical Garden, Museum and Art Gallery in Tucson AZ](#)

Kino Stadium District - Rejuvenating the Kino Stadium District



Kino Stadium District renovated parking lot. *Photo by Pima County Stadium District.*

Project at a Glance

Pima County designated a parking lot at Kino Veterans Memorial Stadium District to serve Pima County residents in various capacities related to the COVID-19 pandemic. The services included outdoor vaccination/mobile health clinics and food distribution. Excessive use throughout the pandemic left the parking lot in a state of severe disrepair. The Kino Veterans Memorial Stadium District Parking Lot Restoration project and the Kino Stadium District Asphalt Development project address the condition of the parking lot.

Community Benefit

The project restored the parking lot to a condition better than the condition prior to its use during the COVID-19 pandemic. There are 828 more parking spaces than prior to the pandemic, which grants more people access to attend events held at the Kino Stadium District. The restoration includes the addition of ADA-compliant parking spaces. Increased capacity is likely to increase revenue for Pima County and will allow the parking lot to return to its normal use.

The parking lot improvements did not simply add parking space. They are now booked for hosting: 1) bi-weekly training sessions to teach participants how to use driverless cars, 2) other Auto-X events every other month, and 3) multiple bike criteriums. Replacing gravel with asphalt also makes the annual *Tucson Gem and Jewelry Show* more pleasant for attendees and vendors alike. The newly restored parking lot now has 180 days booked for events over the 2024 calendar year.



IDENTIFICATION NUMBER

PC28

Kino Stadium District
Parking Lot Restoration

PC29

Kino Stadium District
Asphalt Development

EXPENDITURE CATEGORY

2.35

Aid to Tourism, Travel, or
Hospitality

ADOPTED BUDGET

\$1,521,775.99

PC28/PC29

TOTAL EXPENDITURES

\$1,295,027.59

PC28/PC29

STATUS

Complete



Kino Event Center Repair

Project at a Glance

The Kino Event Center Repair project will restore the Kino Event Center to its condition prior to the COVID-19 pandemic so that it can return to the intended use. Pima County repurposed rooms at the Kino Event Center to serve as a site for testing, vaccination, PPE storage, and holding areas for symptomatic people during the COVID-19 pandemic. The Kino Event Center endured heavy use for a long duration and was altered to meet health needs that were not intended in the design of the facility. Repurposing and heavy use had two main effects on the Kino Event Center: 1) significant damage, both internal to the structure and to the equipment within it, and 2) a significant loss in revenue since the facility could not be rented and used for events.

Community Benefit

The Kino Stadium District stepped up during the pandemic to serve urgent community needs. This included turning the Kino Event Center into a vital COVID-19 response facility. These actions helped hundreds of residents daily and addressed the health impacts of the pandemic. The return to intended usage of the Kino Event Center after repairs and enhancements has been accompanied by elevated utilization among members of the Pima County community.

Bookings at the Kino Event Center have increased since the renovations. The renovated gymnasium floor is now booked by the Tucson Futsal League for three days per week from the middle of July 2024 through the spring of 2025. In addition, the Kino Event Center saw booked events for 116 days during the 2023 calendar year. So far, the 2024 calendar year has 167 bookings, including prebooked events.



Kino Event Center. Photo by Pima County Stadium District.

What Happens Next

Repairs to the Kino Event Center were incomplete prior to the scheduled return to normal operations. Some of Pima County’s equipment was stolen during the repair process. The materials delivered to restore the gymnasium floor were incorrect, which forced the relocation of events that were scheduled to take place there. After completion, the repairs did not meet the expectations of managers of Kino Stadium District, which extended the projected completion date.

Despite the setbacks, Kino Event Center staff expect the number of bookings to increase over the remainder of the 2024 calendar year. With five months left in 2024, the expectation for increased bookings is based on the tendency for bookings to occur about 30 days prior to event dates. Spending down the remaining funds of the allocation entails six additional improvements to the Kino Event Center. Once the six projects are finished, the Kino Event Center will be a more attractive venue for future events. The remaining improvements include:

- a. Wayfinding signage,
- b. Millwork replacement in craft rooms,
- c. Floor tile replacement in restrooms,
- d. Sunshades,
- e. Additional wrought iron fencing, and
- f. Basketball hoop mechanism upgrade.

IDENTIFICATION NUMBER

PC30

EXPENDITURE CATEGORY

2.35

Aid to Tourism, Travel, or Hospitality

ADOPTED BUDGET

\$750,000.00

TOTAL EXPENDITURES

\$555,828.18

STATUS

Ongoing



PCC Micropathways to In-Demand Jobs

Projects at a Glance

Pima Community College (PCC) created micro-pathways to help low-income, unemployed, or underemployed workers quickly gain valuable skills for in-demand jobs through certificate and associate degree programs. PCC has seven Micro-pathways projects, each with its own mission and uniquely tailored resources.

Community Benefit

PCC has invested in innovative equipment and software, providing students with access to state-of-the-art educational resources. Additionally, PCC is dedicated to making education financially accessible by offering scholarships, alleviating the financial burden that often hinders educational pursuits. It has reimagined the structure of its courses, aiming for a more dynamic and effective learning experience with a focus on making these programs accessible to individuals from diverse backgrounds, promoting equal opportunities for all.

As of June 2024, PCC has served over 1,388 low-income students enrolled in various key industry sector programs within the health, applied technology, and information technology fields. Overall, 440 students have completed certifications or other programs. Over 3,735 additional students and community members have benefited from the use of upgraded equipment and software enhancements.

PCC's seven subprojects include:



P6 Hospitality online instruction. Photo by Pima Community College.

P1 Micro-pathways – Provides financial assistance for tuition, fees, books, and apprenticeships to low-income students. It has met its goal of serving 500 students, with 655 served to date and continues to offer ongoing financial support, as well as career counseling services. So far, Micro-pathways has had 262 completers (40%) with 393 continuing in their respective programs.

P2 Health Professions – Provides access to virtual labs and zSpace learning laptops. In June 2024, it received synthetic cadavers (one surgical model and one silicon anatomy model), allowing students to train on full-scale Syndaver models that are anatomically accurate and feature removable parts. The Anatomage Table enables both 2D and 3D learning experiences for virtual antimony and physiology dissection.

P3 Public Safety – Invested in high-tech simulation tools for two primary programs: EMT and EMS/Paramedic. A TOM Manikin was purchased and is used to train Paramedic/EMS students with things like injury simulations. A SimMan, a realistic computer-based manikin, was also procured and is used to train EMT students along with the iSimulate Heart Monitors. The equipment has been used to train PCC and JTED students.

P4 Adult Education – Provided 353 vouchers for GED testing fees and supports adult learners in Pima County to earn High School Equivalency certificates in Fiscal Year 2024. It also offers eligible students the opportunity to earn a Chromebook with 148 having been earned to date.

IDENTIFICATION NUMBER

PC44

EXPENDITURE CATEGORY

2.10

Assistance to Unemployed or Underemployed Workers (e.g. job training, subsidized employment, employment supports or incentives)

ADOPTED BUDGET

\$4,714,187.72

TOTAL EXPENDITURES

\$3,237,083.73

STATUS

Ongoing



P6 Hospitality online video. Photo by Pima Community College.

P5 Cyber Security – Supports low-income students for Offensive Security Certified Professional (OSCP) testing.

P6 Hospitality – CSLFRF has equipped the Center of Excellence instructional kitchens and cafe with cutting-edge Far UVC light technology, effectively eliminating 99.9%+ of targeted airborne microorganisms through rapid air and surface purification. This initiative also includes an annual data subscription to monitor system usage and effectiveness, facilitating collaboration across Pima Community College and other institutions

P7 Veterinary Technology – Has offered updated cloud-based veterinary software to the program, supporting cohort and introductory students. It also is working to develop a Veterinary Customer Service Representative Course and has provided laptops for students in Veterinary Technology. Since Spring 2023, it has served 115 low-income students, with 56 total students completing their associate’s degree in veterinary technology, and 19 passing the Veterinary Technician National Exam.



P7 Veterinary Technology students. Photo by Pima Community College.

What Happens Next

This initiative enhances community resilience building and prepares Pima County residents against future health emergencies and economic distress. It will boost Pima County’s economic recovery and well-being by creating employment opportunities and increasing tax contributions from residents.

Project Highlights



1,388

Low-income students served



3,735

Students and benefited from technology upgrades



440

Students with completed certifications or degrees



JobPath Tuition and Support Programs

Project at a Glance

JobPath serves as a primary support mechanism for low-income students and workers who are striving to advance their education and obtain diplomas or technical certifications leading to higher-paying jobs. *JobPath* provides financial assistance to students such as tuition, certification fees, as well as assistance with reimbursement for groceries, unanticipated vehicle repairs, and other transportation supports to alleviate economic barriers that may impede the completion of a student’s chosen training program. *JobPath* supports programs like HVAC, aviation technology, licensed practical nursing, and many more.

To date, *JobPath* has served a total of 985 unique participants in sectoral job training programs, with 372 (38%) successfully completing their respective training. In FY24, 145 participants were enrolled, with 158 completions. The program’s participants reflect a diverse demographic, with a majority identifying as racial or ethnic minorities.

Community Benefit

JobPath’s focus on under-resourced populations and underserved communities ensures that those who are most in need of support receive help to improve their livelihood. This is done by providing outreach and financial support for eligible students, as well as case management.

“ *Jobpath provided the much-needed financial assistance and hope at a time of dire need. It was a turning point in my life. Enrollment at Pima was challenging—everything was new, but Jobpath was by my side every step of the way.* ”

-Current JobPath Student

What Happens Next

JobPath continues to seek funding to sustain its services beyond its CSLFRF subrecipient agreement with Pima County, which ends December 31, 2024. The organization currently receives funding from various donors and grants, as well as from the Pima County general fund and the City of Tucson. *JobPath* also reported that recent grant funding from the *Halle Foundation* and Arizona Complete Health.

IDENTIFICATION NUMBER

PC45

EXPENDITURE CATEGORY

2.10

Assistance to Unemployed or Underemployed Workers (e.g. job training, subsidized employment, employment supports or incentives)

ADOPTED BUDGET

\$3,003,500.00

TOTAL EXPENDITURES

\$2,140,195.36

STATUS

Ongoing

Project Highlights



985

Students served



372

Students completed their program



Food Security Initiative

Project at a Glance

The economic downturn induced at the outset of the COVID-19 pandemic involved job losses. In January 2020, Tucson's unemployment rate was 4.5% and spiked to 13.0% by April 2020.¹⁰ Although unemployment rates dropped quickly, immediately returning to work proved challenging or even impossible for many people in Southern Arizona. The loss of income made purchasing food a struggle.

The Food Security Initiative allotted \$600,000.00 of CSLFRF to the Arizona Foodbank Network (AzFBN) for subawards to over 30 community-based organizations (CBOs) that supply food to people in need who reside in specific geographies within the region. The subaward approach supported the missions of organizations that already sought to alleviate food insecurity among members of the general public. Additionally, the subaward approach supported organizations that already serve subpopulations who live in food deserts¹¹ and/or who have limited or no access to conventional structures that provide aid and relief to struggling people.

Community Benefit

In addition to distributing 2,205.02 tons of food to over 115,978 households that are struggling with food insecurity, the Food Security Initiative covered other expenses that sustain sub-awardees' operations. Refrigeration equipment for food storage, vehicle repairs, personnel costs, office supplies, insurance and utility bills are other expenses covered by CSLFRF through the Food Security Initiative. Without the Food Security Initiative, many of the CBO operations might have shut down and fewer people might have received food. Paying for items like equipment ensures that food insecurity will continue to be addressed through non-profit agencies during the post-COVID-19 era.

What Happens Next

During the pandemic, Pima County repurposed a parking lot at the Kino Veterans Memorial Stadium to serve as a place for The Community Food Bank of Southern Arizona to distribute food to people who were in need. This certainly benefited people who were able to travel to the Kino Event Center. However, Pima County's collaboration with the AzFBN utilized AzFBN's partnerships with other local agencies to distribute food to those who were not able to travel to the Kino Event Center. Pima County will continue to nurture the inter-organizational relationships created over the life of the Food Security Initiative to continue these effective partnerships and strengthen food security in Southern Arizona when possible.

IDENTIFICATION NUMBER

PC47

EXPENDITURE CATEGORY

2.1

Household Assistance:
Food Programs

ADOPTED BUDGET

\$600,000.00

TOTAL EXPENDITURES

\$600,000.00

STATUS

Complete

Project Highlight



115,978

Households served
with 2,205.02 tons of
food

¹⁰ [Unemployment Rate in Tucson, AZ \(MSA\) \(TUCS004URN\) | FRED | St. Louis Fed \(stlouisfed.org\)](#)

¹¹ [Neighborhood Farms Could be the Answer to Tucson's Food Deserts | University of Arizona News](#)



Economic Recovery Marketing

Project at a Glance

Pima County partnered with Sun Corridor to study how the COVID-19 pandemic affected the economy in the Pima County area. Sun Corridor has been working closely with Pima County's Department of Economic Development and the local Workforce Investment Board over the past year. The main goal of this project was to come up with plans, based on data, to help the economy recover. It focused on helping businesses and industries that were hit the hardest by the pandemic.

Community Benefit

In FY23, Sun Corridor reported that it helped create 1,489 direct jobs and 1,172 indirect jobs. The project also reached over 201 million people through online sharing, like mentions, shares, reposts, and reviews. At Pima County's request, Sun Corridor formed a committee of regional leaders to work on strategies for recovering from the COVID-19 pandemic. They also regularly attended meetings of the Pima County Workforce Investment Board Planning Committee.

What Happens Next

Significant outcomes included major economic development wins such as the establishment of American Battery Factory's headquarters and Sion Power's expansion, positioning Pima County as a leader in battery technology. Projects like Chrome Hearts' manufacturing expansion are projected to create substantial economic benefits over the coming decade. Additionally, the launch of tools like the cost-of-living calculator enhances talent attraction efforts, supporting long-term economic growth.

For more details, visit the "Thrive in Tucson" campaign: <https://suncorridorinc.com/living-and-working/thrive-in-tucson/>

IDENTIFICATION NUMBER

PC49

EXPENDITURE CATEGORY

2.35

Aid to Tourism, Travel, or Hospitality

ADOPTED BUDGET

\$150,000.00

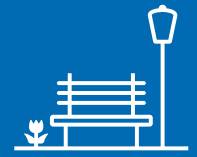
TOTAL EXPENDITURES

\$0.00

STATUS

Complete

County Parks Improvements



Project at a Glance

The project is set out to renovate the existing Pima County Natural Resources Parks and Recreation (NRPR) sites where playgrounds or swimming pool equipment has reached its life expectancy and needs to be replaced. NRPR will receive updates in various forms such as the renovation or replacement of three playgrounds as well as replacement of aging pool pump rooms. The project will also install baseball field lighting to extend the operational hours for recreational use by residents. This project is necessary to provide a safe, and healthy environment for families and adults to engage in recreational activities, improving their social and psychological well-being.

Community Impact

By renovating and replacing these aging amenities, County residents will continue to be able to make use of these recreational areas and activities within their community. Out of the seven recreational parks under this project, three of the recreational parks are under low-income high poverty areas per the U.S Census whereas the remaining four recreational parks are within a comparatively higher than average incomes and much lower than average poverty rates. Within the months of June and July, attendance for both pools E.S. Bud Walker Park-Ajo and Manzanita Park numbered approximately 8,000 people with 2,000 at Bud Walker Park-Ajo, and 6,000 for Manzanita.

What Happens Next

The project started in July 2023 with seven identified parks and recreational centers at different locations within Pima County: The Picture Rocks Park, Sunset Pointe Park, Ebonee Marie Moody Park, the Manzanita Park, the E.S. Bud Walker Park-Ajo, Brandi Fenton Park, and the Rillito Regional Park.

To date, the three playground structures on recreational parks such as Picture Rocks Park, Sunset Pointe Park, and Ebonee Marie Moody Park have been completed.

Ball field lighting installation on recreational parks such as Brandi Fenton Park, and Rillito Regional Park have also been completed. Pool pump room replacement projects at E.S. Bud Walker Park-Ajo and Manzanita Park are currently in the design phase with an expected completion date of July 8, 2024. The project will go out to bid in late July or early August for a construction contractor. Construction on both pump rooms is scheduled to start November 2024 with an anticipated April 2025 completion date.



Picture Rocks Park. Photo by Pima County Natural Resources, Parks & Recreation.

IDENTIFICATION NUMBER

PC53

EXPENDITURE CATEGORY

2.22

Strong Healthy Communities: Neighborhood Features that Promote Health and Safety

ADOPTED BUDGET

\$2,000,000.00

TOTAL EXPENDITURES

\$1,057,719.91

STATUS

Ongoing

Project Highlight



7

Pima County parks renovated



EC 3

Public Health Negative Economic Impact: Public Sector Capacity

Pima County's Public Sector Capacity initiatives improve access to necessary public services, especially for low-income, rural, and otherwise vulnerable populations.



Maintaining Vital Public Services

These projects support the vital public services provided by hospitals, shelters, and community centers, guaranteeing that these services can continue for years to come.

Health Department Vaccine and Testing Salary and Fringe FY2021



Project at a Glance

Pima County directed CSLFRF funds to cover salary and employee-related expenses incurred by Pima County Health Department (PCHD) for staff deployed to COVID-19 vaccination and testing initiatives from March 3, 2021, through June 30, 2021. These funds were utilized for public health employees responsible for the County's work responding to the public health emergency. Pima County allocated and spent \$3,315,409.80 of CSLFRF funding for this purpose. These staff supported both large-scale public vaccine sites and additional point-of-distribution (POD) sites, across the community.

Community Benefit

Despite enormous external obstacles, including obstacles imposed by the federal and state governments, Pima County met its vaccine rollout goal of inoculating 300,000 persons with first doses by March 31, 2021. By that date, PCHD and partners had administered at least one vaccine dose to more than 360,000 persons. Pima County has among the highest vaccination rates in Arizona and the nation. Pima County met its vaccine goal by implementing a POD approach that was nimble and adaptable, providing vaccines to all persons at large-scale and pop-up vaccine location sites.

IDENTIFICATION NUMBER

PC08a

EXPENDITURE CATEGORY

3.1

Public Sector Workforce: Payroll and Benefits for Public Health, Public Safety, or Human Services Workers

ADOPTED BUDGET

\$3,315,409.80

TOTAL EXPENDITURES

\$3,315,409.80

STATUS

Complete



Northwest Services Center

Project at a Glance

The Northwest Services Center facility forms part of Pima County’s critical community assets located in a medically and economically underserved area within a qualified census tract (QCT 45.05) and adjacent to another qualified census tract (QCT 13.03). The facility will provide a multitude of community services to promote and improve public health, housing, and workforce support. The facility intends to build community resilience in the aforementioned



Northwest Services Center. Photo by Pima County Project Design & Construction.

areas by providing housing and employment assistance as well as vital County Health services such as clinical services, consumer health and food safety (CHFS) services, public health data infrastructure, and behavioral health or other public health services.

Community Benefit

The creation of the Northwest Services Center will allow for people in the community to get healthcare, job training, and support. Construction of the project started in July 2023 after the approval of coordinated road closures by the Arizona Department of Transportation (ADOT). To date, the following key aspects of the project have progressed.

- *Right-of-Way/Miracle Mile Improvements*

This aspect of the project was awarded to Granite Construction to increase safety and facilitate traffic flow entering and exiting the site once the project is complete. Construction began after a preconstruction meeting in June 2023. To date, all the associated utility work is complete, as well as the north curb and sidewalk, right-hand turn lanes, bus stop and pullout, left-hand turn lane into the site, street light relocation, and median landscaping. The modification of the traffic signals to add a “passive” left turn light to the existing signal at the intersection of Miracle Mile and Fairview is underway and will complete this aspect of the project.

- *On-Site Construction*

The on-site construction has progressed with the *Construction Manager at Risk (CMAR)*, and *Lloyd Construction* as contractors for the building project. Major items, such as electrical equipment, generators, mechanical units, and elevators have been ordered and are in fabrication. The masonry walls, steel structure, and second floor concrete deck are complete. The interior framing has also started and is progressing steadily. The on-site sewer and water utilities are complete, and the electrical services are in progress. The remaining wall along the entire north property line has been completed.¹²

- *Overall Schedule*

The project is projected to be opened for services to the public in early 2025. Electrical equipment with a 50-week lead time has been ordered prior to final completion of the project. Without the switchgear and the ability to climatize the interior of the building, finishes cannot

IDENTIFICATION NUMBER

PC14

EXPENDITURE CATEGORY

3.4

Public Sector Capacity:
Effective Service Delivery

ADOPTED BUDGET

\$37,600,000.00

TOTAL EXPENDITURES

\$18,027,605.32

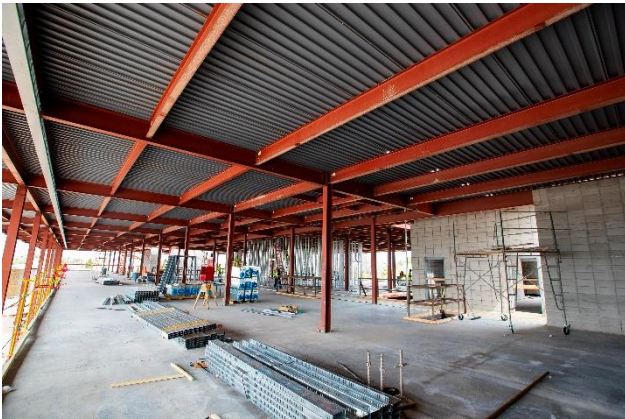
STATUS

Ongoing

¹² [1e376fd9-e15a-4237-9ac2-6283ccb1498c \(civicplus.com\)](https://www.civicplus.com)



be installed, and equipment cannot be tested. Due to the large lead-time, Pima County's Project Design and Construction department and its design consultants are evaluating options to limit any schedule impacts.



Northwest Services Center. Photo by Pima County Project Design & Construction.

What Happens Next

The Northwest Services Center is to provide various public services that looks at 1) primary behavioral health clinical supports; 2) community outreach and education through public health nursing, a vaccine-preventable disease program, and CHFS program; and 3) housing public health data infrastructure and vital records. The project will foster economic recovery and economic well-being for Pima County residents by providing employment support services operated through the Pima County Community and Workforce Development Department.

Pima County Public Health Services will transition from the Health Clinic on First Avenue, Community and Workforce Development Services from the Commerce Loop, as well as the additional Vital Records and Consumer Health and Food Safety location supporting operations at the Abrams Health Building. The project's main construction is expected to be completed in January 2025, with furnishing expected to be completed sometime after the main construction is finished.



Curley Gymnasium - Ajo

Project at a Glance

The Curley Gymnasium is a pre-existing structure within the rural town of Ajo, an area designated as medically underserved since 2008. This is a multi-purpose facility aimed at providing coordinated services for an underserved population, acting as a community space for civic, public health, and recreational activities, alongside other identified services. The facility holds historic significance to Ajo and its surrounding communities and is part of the Curley School which is listed on the National Register of Historic Places. It will serve as a critical asset to Pima County residents by acting as a community gathering space for County sponsored public health activities to mitigate the effects of future pandemics and related health emergencies.

Community Benefit

The Curley Gymnasium-Ajo will provide a place for community events and activities, will offer capacity for handling future health emergencies and support humanitarian aid. The facility will also be used as a temporary shelter for legally processed asylum seekers receiving services through one of Pima County’s humanitarian aid programs.

What Happens Next

This project provides a community space for public health, and other civil events that will help to boost the resilience of Ajo and its surrounding communities. Curley Gymnasium-Ajo is scheduled to be completed in March 2025.



Construction at Curley Gymnasium. Photo by Pima County Project Design & Construction.

IDENTIFICATION NUMBER

PC15

EXPENDITURE CATEGORY

3.4

Public Sector Capacity:
Effective Service Delivery

ADOPTED BUDGET

\$3,456,000.00

TOTAL EXPENDITURES

\$2,991,998.94

STATUS

Ongoing

Drexel Congregate Shelter Facility

Project at a Glance

Pima County used \$4.1 million of its CSLFRF allocation to increase its capacity to serve legally processed asylum seekers (LPAS) released into Pima County by the U.S. Department of Homeland Security by helping purchase a building and property, the Drexel Congregate Shelter. Purchasing the building was determined to be more cost effective than continually securing sufficient hotel rooms to accommodate the nightly bed need of 1,000 or more individuals arriving as singles and in family units. CSLFRF is also being used to pay for maintenance, repairs, and utilities at the Drexel Congregate Shelter facility which provides temporary shelter to LPAS. Non-CSLFRF funds pay for services at the facility including staffing, food, shelter, medical screenings, access to showers and personal hygiene supplies to reduce the spread of communicable diseases, assistance with planning onward destination travel, and other humanitarian aid-related services. The maintenance, repairs, and utilities paid for by CSLFRF ensure the continued safe and efficient operation of the larger humanitarian aid program implemented by the County.

Community Benefit

This project has assisted the County in its goal of avoiding street-level releases of LPAS into the community. Providing temporary shelter and services to these families and individuals prevents LPAS from being forced to seek shelter on the street, at bus stations, or homeless shelters within Pima County. This investment also prevents additional strain from being placed on County services and programs, such as homeless shelters, which are already operating at full capacity. In December 2023, Pima County experienced an unprecedented daily intake of 1,200 LPAS. Pima County sheltered an average of 350 LPAS per night at the Drexel site with others needing shelter served at either Pima County's other congregate shelter, or at locally procured hotel sites.

What Happens Next

The purchased facility will continue to serve as the hub of Pima County's humanitarian aid activities until the humanitarian crisis ends or Pima County no longer has adequate funding to provide the services. If the need for sheltering LPAS no longer exists, Pima County will use the facility as a crisis shelter for homeless individuals or for a similar purpose. Pima County contracts with non-government entities to operate humanitarian aid services. The County regularly seeks funding to address the service needs of vulnerable populations and will continue to do so in support of this effort.



IDENTIFICATION NUMBER

PC56

EXPENDITURE CATEGORY

3.4

Public Sector Capacity:
Effective Service Delivery

ADOPTED BUDGET

\$4,100,000.00

TOTAL EXPENDITURES

\$3,892,045.98

STATUS

Ongoing

Project Highlight



350

Legally processed
asylum seekers
sheltered per night
on average



Hospital Infrastructure

Project at a Glance

The Hospital Infrastructure project will help maximize Pima County's ability to address patient needs through important collaborations.

First, a collaboration between Tucson Medical Center (TMC), and Pima County Health Department (PCHD) will support the redesign of TMC's ED and the transformation of the region's health information technology systems. ED renovations will focus on improving TMC's capacity to treat patients with co-occurring conditions, while the installation of a new Epic Medical Record (EPIC) data system will provide community partners with a common platform to share data.

Second, a collaboration between Banner Health and Pima County Facilities Management will ensure that Banner Health's South Campus in Tucson, a county owned facility, will receive needed repairs and maintenance to continue to provide high quality medical care.

Taken together, these efforts will innovate and improve the healthcare system in Pima County.

Community Benefit

TMC's Emergency Department (ED) has experienced record high numbers of patients with behavioral health and/or substance abuse concerns, an increase in the complexity of patient cases, and a general increase in overall ED visits. The TMC ED needs structural improvements to address this trend. Additionally, there is a need to improve the electronic medical record system in support of coordinated care.

The sustainability of high-quality patient care in Pima County will be positively impacted through these projects. The renovation of TMC's ED is expected to improve care for all patients. In addition to supporting quicker lab turnaround times and improved security, the addition of private rooms within the ED will support appropriate patient evaluation, treatment, care management, and comprehensive lab testing. The use of a shared data system will allow TMC and PCHD to make informed medical and behavioral healthcare decisions. Additionally, a common data system will allow TMC and PCHD to better understand vulnerable populations.

What Happens Next

The design work for the improvements to TMC's ED was completed in November 2022. Construction, including demolition work, began in January 2024 and is set to be completed in May 2024. Laboratory, telemetry, and nurse call equipment will be procured and received by December 31, 2026. Digital infrastructure enhancements and the Epic System electronic medical record will be implemented before December 31, 2026.

IDENTIFICATION NUMBER

PC60

EXPENDITURE CATEGORY

3.4

Public Sector Capacity:
Effective Service Delivery

ADOPTED BUDGET

\$7,800,000.00

TOTAL EXPENDITURES

\$5,086,853.26

STATUS

Ongoing



EC 5

Water, Sewer, and Broadband Infrastructure

Pima County's Infrastructure initiatives help boost the County's internet security, efficiency, and capacity.



Fortifying Information Technology Infrastructure

These projects safeguard Pima County information technology through enhanced security, broadband access, public safety network, and equipment.



Fortifying Information Technology Infrastructure

Project at a Glance

Pima County increased the capacity and security of its public-facing community services networks and increasingly remote workforce by updating software, broadband fiber, and network equipment. These critical areas requiring improvement were identified at the onset of the COVID-19 pandemic as the risk of cybersecurity threats increased. Augmenting network security became particularly vital as the County pivoted to increasing remote work, virtual service provision, and increased public data reporting utilizing a cloud-based services network.

Community Benefit

The Fortifying Information Technology Infrastructure projects establish and improve data systems within Pima County. This ensures that vital networks remain secure, maintain the integrity of public health data, and can continue to provide uninterrupted services to the community.

Remote Enabled Workforce Security Upgrade (Cisco WM Software) – This project increased access to secure cloud environments for County staff, departments, and community partners by implementing *Cisco Umbrella* and *Cisco Secure Endpoint* software, the *NSX Security* platform, and enhanced monitoring of software that was already in use.

The Pima County Information Technology Department (ITD) began work on the anti-malware project in May 2021, fully implementing the *Cisco Secure Endpoint* and *Cisco Umbrella* software in June 2021 and December 2021, respectively. The *NSX Security* software license was implemented in Fiscal Year 2023. Monitoring and support for the above network and security upgrades is currently ongoing.

Public Safety Support Network Upgrade (ESAE) – Pima County ITD has been, implementing an *Azure Secure Administrative Environment* with assistance from *Microsoft*, monitoring network security, documenting its security capacity, and building Privileged Access Workstations. The hardware has been installed and the project is anticipated to be fully complete in October 2024.

Broadband Infrastructure: Fiber – This project has provided improved broadband connectivity at County locations by adding additional fiber optic connections. Additionally, this project has allowed for access to cloud-based data storage for future Data Center operations.



Fiber optic conduit infrastructure. Photo by Pima County Information Technology.

Between March 2022 and October 2022, 4,100 feet of *Involta 48SM* fiber optic conduit infrastructure was installed for the Pima County Sheriff's Department. The Elections Department received 13,200 feet of *144SM* fiber optic conduit between July 2023 and September 2023.

Network Equipment – This project supported a local and cloud-based public health data system by installing, testing, validating, and monitoring new network equipment. Pima County ITD added critical data backup capacity and reduced system downtime by completing the *Dell IDPA Expansion*

IDENTIFICATION NUMBER

PC31 | PC32 | PC33
| PC34 | PC35

EXPENDITURE CATEGORY

5.21

Broadband: Other projects

ADOPTED BUDGET

\$2,755,000.00

PC31

\$920,000.00

PC32

\$1,430,000.00

PC33

\$700,000.00

PC34

\$1,200,000.00

PC35

TOTAL EXPENDITURES

\$2,192,239.93

PC31

\$205,041.22

PC32

\$674,581.16

PC33

\$544,344.84

PC34

\$904,564.39

PC35

STATUS

Ongoing



VxRail upgrade in March 2023. The capacity to restore critical data is a key metric of this project’s success.

Additionally, the NSX services project to add new security features and replace unsupported software began in March 2023. This upgrade improved the availability and redundancy of network connections at County sites, improving the experience of community members receiving services at these locations.

Pima County Security Software and Services Implementation – On April 1, 2023, the Proofpoint Secure Share software was implemented, increasing cyber threat protection and monitoring across the County. Email security modules have begun work and are scheduled to be completed in December 2024. CyAlly implementation began in March 2023 and was completed in December 2023. The Cloud Security Information and Event Management (*SIEM) system is also complete, with on-premises log-forwarding servers having been installed.

What Happens Next

The Fortifying Information Technology Infrastructure projects continue to enhance Pima County’s data infrastructure and network security. With the upgrades and additions provided by this project, Pima County will enjoy the benefits of secure, reliable networks and the services that will rely on them for years to come.



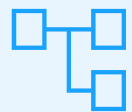
PC31

Remote Enabled
Workforce Security
Upgrade
(Cisco VM Software)



PC32

Public Safety Support
Network Upgrade (ESAE)



PC33

Broadband Infrastructure:
Fiber



PC34

Network Equipment



PC35

Pima County Security
Software Services
Implementation

PIMA COUNTY CSLFRF PROJECT INVENTORY



PIMA COUNTY

Name of Project	Project Identification Number	Project Expenditure Category	Project Expenditure Subcategory	Category Name	Allocation	Spent-to-date	Estimated completion date	Purpose	Description (Main activities, timeline, primary delivery mechanisms, partners, and intended outcomes)	Website link	KPIs	Demographics (Y/N)	Amount spent on evidence-based interventions	Status
Epidemiological Infrastructure	PC01	1-Public Health	1.3	COVID19 Contact Tracing	\$ 16,739,046.39	\$ 12,141,238.11	Fall 2024	COVID-19 Contact Tracing and Case Investigation identifies exposures and cases in order to reduce spread of disease.	Pima County Health Department (PCHD) committed to a robust contact tracing/case investigation program during the COVID-19 pandemic starting in July 2020. This work allows the County to identify, respond to, and mitigate disease outbreaks. PCHD contracted MAXIMUS and UofA- SAFER for this purpose.	https://www.pima.gov/2031/Health	Number of cases investigated; Number of contacts traced; Number of field investigations completed	No	N/A	Ongoing
Communicable Disease Vaccines	PC02	1-Public Health	1.1	COVID19 Vaccination	\$ 9,682,590.01	\$ 8,741,894.17	Fall 2024	Vaccination against COVID-19 is to reduce the transmission of infectious disease.	PCHD is committed to vaccinate Pima County residents through contracted agencies, community partners, and PCHD staff. Vaccine access will remain available through multiple qualified health entities and at locations accessible to all residents.	https://www.pima.gov/2031/Health	Number of individuals vaccinated in Pima County; Percentage of County population fully vaccinated; Percentage of fully vaccinated booster-eligible population that has received a first booster dose	Yes	N/A	Ongoing
Communicable Disease Testing	PC03	1-Public Health	1.2	COVID19 Testing	\$ 11,395,647.81	\$ 10,323,573.62	Fall 2024	Identify COVID-19 cases. Knowing who has COVID-19 helps to reduce transmission of COVID-19, and helps individuals to make informed decisions about seeking health care.	Diagnostic COVID-19 testing is made widely available across Pima County. At-home-test kits will be distributed. PCHD contracted Paradigm for testing. PCHD will continue antigen testing at the Abrams Building.	https://www.pima.gov/2031/Health	Number of tests were performed; Number of at-home tests purchased; Number of at-home tests distributed	Yes	N/A	Ongoing
Communicable Disease Mitigation Effort at Congregate Sites	PC04	1-Public Health	1.4	Prevention in Congregate Settings (Nursing Homes Prisons/Jails Dense Work)	\$ 709,691.29	\$ 367,084.57	Fall 2024	COVID-19 mitigation efforts in congregate settings and for other highly vulnerable populations in Pima County. Provide COVID-19	PCHD will provide the supplies and staff to mitigate COVID-19 transmission in congregate settings. It will disseminate COVID-19 resources (testing, vaccination, and educational materials) to community partners and priority populations, and provide virtual or on-site training to identify and mitigate COVID-19 infection risks. PCHD will deliver COVID-19 medication, to eligible, high-risk individuals who test positive for COVID-19 and support genomic sequencing when needed to assess COVID-19 within Pima County. PCHD will provide staffing and contracting for therapeutic services.	https://www.pima.gov/2031/Health	Number of sites supported; Number of training materials created; Number of training sessions delivered	No	N/A	Ongoing
COVID-19 Therapeutics and Genomic Sequencing (formerly mAB)	PC05	1-Public Health	1.6	Medical Expenses (including Alternative Care Facilities)	\$ 464,000.00	\$ 351,425.67	Completed 2024	Therapeutics and genomic sequencing to more rapidly target therapeutic intervention.		https://www.pima.gov/2031/Health	Number of genomic samples sequenced; number of therapeutics prescriptions issued	No	N/A	Completed
Emergency Housing - Medical Support	PC07	2-Negative Economic Impacts	2.16	Long-term Housing Security:ES Services for Unhoused Persons	\$ 775,000.00	\$ 775,000.00	Completed 2023	Support for testing, vaccination and emergency medical care for individuals and families residing in Emergency Housing.	Funds will provide for 24/7 access to medical care, in addition to COVID-19 testing and vaccinations, for individuals housed in emergency shelter due to COVID-19. Medical care will reduce disease transmission rates and ensure the population's physical well-being.	https://www.pima.gov/2031/Health	Number of individuals served; Number of COVID-19 tests administered; Number of vaccinations delivered	No	N/A	Completed
Health Department Vaccine and Testing Salary and Fringe FY2021	PC08a	3-Public Health-Negative Economic Impact: Public Sector Capacity	3.1	Public Sector Workforce: Payroll and Benefits for Public Health, Public Safety, or Human Services Workers	\$ 3,315,409.80	\$ 3,315,409.80	Completed 2022	Cover salary and employee-related expenses incurred by Pima County Health Department (PCHD) for staffing deployed to COVID-19 vaccination and testing initiatives from March 3, 2021, through June 30, 2021.	Allocated to payroll costs incurred by PCHD staff deployed to COVID-19 vaccination and testing duties from March 3, 2021, through June 30, 2021. Onsite support provided at testing/vaccination points of distribution sites. The Federal Emergency Management Agency was a partner. Intended outcome was the mitigation of COVID-19 infection spread.	https://www.pima.gov/2031/Health	Number of employees supported	N/A	N/A	Completed
Health Department Testing Support Supplies FY2021	PC08b	1-Public Health	1.2	COVID19 Testing	\$ 2,075,341.49	\$ 2,075,341.49	Completed 2022	Staff COVID-19 testing centers and to conduct contact tracing.	Staff COVID-19 testing centers and test individuals. Conducted testing at various sites across the county. Intended outcome was the mitigation of COVID-19 infection spread.	https://www.pima.gov/2031/Health	Number of tests given; Percent positive tests	N/A	N/A	Completed
Health Department Vaccine Support Supplies FY2021	PC08c	1-Public Health	1.1	COVID19 Vaccination	\$ 3,117,942.64	\$ 3,117,943.44	Completed 2022	Vaccinate individuals against the COVID-19 infection using federally approved vaccines.	Staff COVID-19 vaccination centers and vaccinate individuals. Conducted vaccination activities at various sites across the county. Intended outcome was the mitigation of COVID-19 infection spread.	https://www.pima.gov/2031/Health	Number of vaccines given	N/A	N/A	Completed
Emergency Eviction Legal Services (EELS)	PC09	2-Negative Economic Impacts	2.18	Housing Support: Other Housing Assistance	\$ 6,213,785.49	\$ 2,442,243.38	Fall 2024	Keep tenants housed by providing free legal and other services to tenants who face eviction and cannot afford counsel.	The program uses County-employed Court Navigators to connect with landlords or tenants, to determine whether tenants are eligible for services, and to refer eligible tenants to counsel, assist with rent-assistance applications, and provide access to other resources.	https://www.pima.gov/957/Emergency-Eviction-Legal-Services	Number of households served	Yes	N/A	Ongoing
Pima Early Education Program (PEEPs)	PC10	2-Negative Economic Impacts	2.11	Healthy Childhood Environments: Child Care	\$29,943,454.00	\$ 18,659,824.58	Fall 2024	Increase the number of eligible 3-5 year-old children attending evidence-based high-quality preschools.	Pima County Early Education Program is expanding access to early childhood education (ECE) to interested income-eligible households seeking high-quality preschool since July 1, 2021. The program has contracted with First Things First and Child Parent Centers, and coordinated with school districts in Pima County for service delivery.	https://www.pima.gov/975/Pima-Early-Education-Program-Scholarship	Number of children served by program; Number of schools and classrooms with at least one PEEPs enrolled student	Yes	\$ 5,634,197.55	Ongoing
Community and Workforce Development Data System Upgrade	PC11	2-Negative Economic Impacts	2.37	Economic Impact Assistance: Other	\$ 955,939.51	\$ 632,466.00	Fall 2024	Enable the department to procure and develop a comprehensive data solution that will integrate department services and improve the client enrollment process.	The data management system will enable the department to improve data tracking and data management across program areas. These improvements will allow the department to improve service delivery models through data-driven performance management.	https://www.pima.gov/804/Community-Workforce-Development	Was client management system procured?; Staff satisfaction with the design; "Go live" date	No	N/A	Ongoing
Kino Service Center Facility Modifications	PC12	2-Negative Economic Impacts	2.37	Economic Impact Assistance: Other	\$ -	\$ -	Canceled	Canceled	Canceled	N/A	N/A	N/A	N/A	Canceled
Emergency Housing Support, Case Management, and Supportive Services	PC13	2-Negative Economic Impacts	2.18	Housing Support: Other Housing Assistance	\$6,731,584.00	\$ 2,533,185.75	Fall 2024	Help Pima County residents avoid homelessness.	Provides emergency shelter for individuals and families experiencing, or at risk of homelessness associated with the negative economic impact of COVID-19, such as job loss, underemployment, illness of self or family member, or childcare needs.	https://www.pima.gov/957/Emergency-Eviction-Legal-Services	Number of households receiving eviction prevention services; Number of affordable housing units preserved or developed; Number of individuals and families served	Yes	N/A	Ongoing

Northwest Services Center	PC14	3-Public Health-Negative Economic Impact: Public Sector Capacity	3.4	Public Sector Capacity: Effective Service Delivery	\$ 37,600,000.00	\$ 18,027,605.32	Spring 2025	Build a new facility for statute-mandate public health, services, housing, workforce, and community services support. This facility is in a Qualified Census Tract and a medically underserved area.	NWSC will provide: 1) primary and behavioral health clinical supports 2) Community Outreach and Education through various programs, and 3) housing to public health data infrastructure and vital records. The NWSC will foster economic recovery and economic well-being by providing employment support services operated through Pima County Community and Workforce Development department (CWD).	https://www.pima.gov/395/Facilities-Management	Number of employees of contractors and sub-contractors working on the project; Number of direct hires; Degree to which the design, construction, and implementation of the project completed in a timely manner and achieved the expected quality.	No	N/A	Ongoing	
Curley Gymnasium-Ajo	PC15	3-Public Health-Negative Economic Impact: Public Sector Capacity	3.4	Public Sector Capacity: Effective Service Delivery	\$ 3,456,000.00	\$ 2,991,998.94	Spring 2025	This facility will be modified to meet public health COVID-19 recommendations, specifically with respect to adequate physical distancing, space for COVID-19 testing, and coordination of services for this population. The purpose is to increase in freezer space (including auxiliary and mobile cold storage), incinerators, and additional equipment which are all crucial in assuring appropriate and timely response to the COVID-19 pandemic.	Assistance from CSLFRF monies will fund repairs, renovations, maintenance, and construction alterations. Once complete, the Ajo Curley School Gymnasium will be a multi-functional facility for a rural county area without adequate capacity to address future pandemic-type health events and adequate respite space for those seeking asylum.	https://www.pima.gov/395/Facilities-Management	Design data detailing the use and intent of the facility; Construction and implementation timeline; Demographics of facility users upon completion	Yes	N/A	Ongoing	
Office of the Medical Examiner Equipment	PC16	1-Public Health	1.7	Other COVID19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)	\$ 4,000,000.00	2,755,628.86	Fall 2024	Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, Child care facilities, etc.)	The equipment purchased with CSLFRF money will increase freezer space, incinerators, intake and release capacity, and accommodate auxiliary and mobile cold storage for overflow that is necessary for handling substantial increases in mortality and the size of the service area during the COVID-19 pandemic.	https://www.pima.gov/212/Medical-Examiner	List of furniture, fixtures, and equipment purchased; the degree to which OME capacity increased	No	N/A	Ongoing	
Domestic Violence Shelter Improvements	PC17	1-Public Health	1.4	Community Violence Interventions	\$ 1,000,000.00	\$ 1,000,000.00	Completed 2023	Renovate the current emergency domestic violence shelter from a congregate to a non-congregate space.	The CSLFRF-funded enhancements to the current shelter will increase the capacity to serve more families and improve the shelter's ability to accommodate non-congregate shelter to respond to the current and any future pandemic emergencies.	Emerge! Center Against Domestic Abuse	Number of available units and capacity, compared to previous facility	No	N/A	Completed	
Domestic Violence Legal and Navigation Services	PC18	1-Public Health	1.11	Community Violence Interventions	\$ 98,888.25	\$ 98,888.25	Closed 2024	Provide no cost legal and housing support to survivors of domestic violence.	PCBH will contract with local lawyers experienced in domestic relations, to provide legal advice and representation for more complex cases.	https://www.pima.gov/160/Behavioral-Health	Number of survivors/families referred to the program through community resources	Yes	N/A	Closed	
Correctional Health Vaccine Storage	PC19	1-Public Health	1.7	Other COVID19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)	\$ 35,187.43	\$ 35,187.43	Completed 2023	Safely store vaccines within the Pima County correctional facilities.	Pima County purchased two vaccine refrigerators and two vaccine freezers to enhance vaccine storage capacity. Pima County Adult Detention Center (PCADC) and Pima County Juvenile Detention Center (PCJDC) purchased one refrigerator and one freezer for each site.	https://www.pima.gov/160/Behavioral-Health	Number of refrigerators or freezers purchased by site	No	N/A	Completed	
Correctional Health Vaccine Purchase	PC20	1-Public Health	1.7	Other COVID19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)	\$ 164,812.57	\$ 136,826.22	Fall 2024	Purchase vaccines for the vaccination of youth and adults detained in Pima County correctional facilities.	10 different vaccines have been purchased and stored for both PCADC and PCJDC. These vaccines include Human Papillomavirus (HPV), Meningococcal, two different Meningitis B, Tdap, Hepatitis A, Hepatitis B, Pneumococcal, Zoster, and varicella.	https://www.pima.gov/160/Behavioral-Health	Vaccine doses purchased; Vaccines administered	No	N/A	Ongoing	
Mental Health Legal Representation Equipment	PC21	1-Public Health	1.7	Other COVID-19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)	\$ -	\$ -	Canceled	Canceled	Canceled	N/A	N/A	N/A	N/A	N/A	Canceled
Juvenile Correctional Dental	PC22	1-Public Health	1.14	Other Public Health Services	\$ 100,000.00	\$ 94,650.43	Fall 2024	Provide dental care to children who otherwise have limited or no access to dental treatment.	Prior to the initiation of this program, juveniles detained at Pima County Juvenile Detention Center (PCJDC) were only able to receive dental care offsite; receiving this care required the guardian to arrange the appointment, be present at the appointment, and be financially responsible for the appointment.	https://www.pima.gov/160/Behavioral-Health	Number and percent of children receiving dental services on site at PCJDC compared to baseline	No	N/A	Ongoing	
Supportive Housing and Job Training	PC23	2-Negative Economic Impacts	2.16	Long-term Housing Security: Services for Unhoused Persons	\$ -	\$ 1,312.07	Closed	Closed	Closed	N/A	N/A	N/A	N/A	N/A	Closed
Visit Tucson Destination Promotion	PC24	2-Negative Economic Impacts	2.35	Aid to Tourism, Travel, or Hospitality	\$2,000,000.00	\$ 1,999,829.24	Completed 2024	Pima County's economic recovery from COVID-19 is heavily linked to tourism. CSLFRF funds are allocated to attracting business and leisure visitors through a robust and strategic online presence and support of local cultural and recreational events.	CSLFRF dollars spent on Visit Tucson Destination Promotion will return and increase former tourism attendance and spending in Pima County.	https://www.visitucson.org/	Extent to which number of unique Visit Tucson website users meet expectations	No	N/A	Completed	
City of Gastronomy Food Destination Promotion	PC25	2-Negative Economic Impacts	2.35	Aid to Tourism, Travel, or Hospitality	\$500,000.00	\$ 499,225.96	Completed 2024	Pima County's economic recovery from COVID-19 is heavily linked to tourism. CSLFRF funds are allocated to attracting business and leisure visitors through a robust and strategic online presence and support of local cultural and recreational events.	CSLFRF funds fuel TCOGs promotion and production of culinary events that reinvigorate the regional food culture and the hospitality industry in Pima County.	https://tucson.cityofgastronomy.org/	Social media analytics - impressions, clicks, click throughs, likes, comments, retweets, mentions; Event attendance; Minority and women-owned business participation	No	N/A	Completed	

Old Tucson Reopening Assistance	PC26	2-Negative Economic Impacts	2.35	Aid to Tourism, Travel, or Hospitality	\$3,813,378.36	\$ 3,812,900.93	Completed 2023	Due to the effects of COVID-19 closures and operator change, the County was tasked with repair, maintenance and security of the property.	Funding will be used for 152 repair and maintenance projects at the Old Tucson property.	https://oldtucson.com/	Old Tucson re-open date; attendance	No	N/A	Completed
Leased Properties Re-opening Assistance	PC27	2-Negative Economic Impacts	2.35	Aid to Tourism, Travel, or Hospitality	\$3,207,370.73	\$ 1,631,694.88	Fall 2024	Tourism to the County's recreation properties has declined due to COVID-19. Many of these facilities have only able operate at partial capacity, if at all, during the pandemic. Repair, maintenance, and promotion for County-owned leased properties are crucial for safe reopening.	CSLFRF will be used to assist these attraction operators with making the necessary repairs and replacements to operate safely, and to publicize their re-opening.	https://www.pima.gov/395/Facilities-Management	Completion status of repairs and maintenance; Attendance	No	N/A	Ongoing
Kino Stadium District Parking Lot Restoration	PC28	2-Negative Economic Impacts	2.35	Aid to Tourism, Travel, or Hospitality	\$ 1,521,775.99	\$ 603,169.94	Completed 2022	The three Kino Stadium District (KSD) projects are meant to undo the alterations and deterioration that occurred in order to repurpose the Kino Stadium District for serving community needs during the COVID-19 pandemic.	This parking lot was used extensively as a COVID-19 testing and vaccination site. The restoration is required to ensure a return to its pre-pandemic condition and purpose.	https://www.pima.gov/395/Facilities-Management	Project completion date; Staff satisfaction with the result; Change in number of available parking spaces, including ADA spaces	No	N/A	Completed
Kino Stadium District Asphalt Development	PC29	2-Negative Economic Impacts	2.35	Aid to Tourism, Travel, or Hospitality	\$ -	\$ 691,857.65	Completed 2023	The three Kino Stadium District (KSD) projects are meant to undo the alterations and deterioration that occurred in order to repurpose the Kino Stadium District for serving community needs during the COVID-19 pandemic.	This parking lot was used extensively as a COVID-19 testing and vaccination site. The restoration is required to ensure a return to its pre-pandemic condition and purpose.	https://www.pima.gov/395/Facilities-Management	Project completion date; Staff satisfaction with the result; Change in number of available parking spaces, including ADA spaces	No	N/A	Completed
Kino Event Center Repair	PC30	2-Negative Economic Impacts	2.35	Aid to Tourism, Travel, or Hospitality	\$ 750,000.00	\$ 555,828.18	Fall 2024	The three Kino Stadium District (KSD) projects are meant to undo the alterations and deterioration that occurred in order to repurpose the Kino Stadium District for serving community needs during the COVID-19 pandemic.	This property was used extensively as a COVID-19 testing and vaccination site. The restoration is required to ensure a return to its pre-pandemic condition and purpose.	https://www.pima.gov/395/Facilities-Management	Project Completion date; Staff and customer satisfaction with the result; Number of events booked at KEC since the repair	No	N/A	Ongoing
Remote Enabled Workforce Security Upgrade (Cisco VM Software)	PC31	5-Infrastructure	5.21	Broadband: Other projects	\$2,755,000.00	\$ 2,192,239.93	Fall 2024	Increase secure access to cloud environments for staff, departments and partners.	Pima County Information Technology Department (PCITD) implemented Cisco Umbrella and Cisco Secure Endpoint network solutions, and the NSX Security platform. It is enhancing monitoring of current software.	https://www.pima.gov/639/Information-Technology	Project completion date; Staff and County Business Partner satisfaction with the upgrades; Degree to which County systems benefitted from increased protection against cyber-attacks	No	N/A	Ongoing
Public Safety Support Network Upgrade (ESAE)	PC32	5-Infrastructure	5.21	Broadband: Other projects	\$ 920,000.00	\$ 205,041.22	Fall 2024	Engage Microsoft to provide technical assistance to public safety support environment	Environment, monitor network security and document security capacity, and build Privilege Access Workstations (PAWS).	https://www.pima.gov/639/Information-Technology	Number of PAWS built; Staff and County Business Partner satisfaction with the result	No	N/A	Ongoing
Broadband Infrastructure: Fiber	PC33	5-Infrastructure	5.21	Broadband: Other projects	\$1,430,000.00	\$ 674,581.16	Fall 2024	Implement infrastructure to provide better connectivity at County locations.	The project will install new fiber connection for better connectivity. It will provide Pima County with access to cloud-based storage for future Data Center operations.	https://www.pima.gov/639/Information-Technology	Miles of new fiber installed; Staff and County Business Partner satisfaction with the result	No	N/A	Ongoing
Network Equipment	PC34	5-Infrastructure	5.21	Broadband: Other projects	\$700,000.00	\$ 544,344.84	Fall 2024	Implement infrastructure to provide services to support public health data systems that reside on the premises and in the cloud.	The project will install new network equipment, test and validate new equipment, and monitor new network equipment for performance.	https://www.pima.gov/639/Information-Technology	Date equipment installed, tested, and validated; Satisfaction with network equipment performance; Staff and County Business Partner satisfaction with the result; Capacity to restore critical data	No	N/A	Ongoing
Pima County Security Software Services Implementation	PC35	5-Infrastructure	5.21	Broadband: Other projects	\$1,200,000.00	\$ 904,564.39	Fall 2024	Cyber threat protection and monitoring across the County network	The project will install security software, test and validate security software, and monitor new security software across the County network.	https://www.pima.gov/639/Information-Technology	Number of security threats identified and number of security threats mitigated through this increased security	No	N/A	Ongoing
Pima County Courts - Remote Enabled Projects	PC36	1-Public Health	1.7	Other COVID19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)	\$ 3,000,000.00	\$ 3,000,000.00	Completed 2024	Pima County Superior, Juvenile, and Consolidated Justice Court will use a total of \$3,000,000.00 in CSLFRF funds to implement technology infrastructure upgrades.	Examples of upgrades include CTC technology to support remote and onsite participation for court staff, jury deliberation rooms renovations, and audio and sound-reinforcement.	https://www.sc.pima.gov/	Completion dates of planned projects; End-user satisfaction	No	N/A	Completed
Public Health Communications and Outreach	PC41	1-Public Health	1.7	Other COVID19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)	\$ 1,103,000.00	\$ 708,075.38	Fall 2024	Develop and conduct public health communications and marketing campaigns to aid in the response, mitigation and recovery of the COVID-19 pandemic.	Pima County Communications collaborated with Health and Administration Departments to create timely, multilingual, and effective pandemic-related outreach materials for the general public.	https://www.pima.gov/161/Communications-Office	Social media metrics; Direct mail campaign metrics; Outdoor advertisement metrics; Event attendance metrics	No	N/A	Ongoing

Economic Recovery Communications and Outreach	PC42	2-Negative Economic Impacts	2.37	Economic Impact Assistance: Other	\$ 167,000.00	\$ 622,699.34	Fall 2024	Help restore and grow local event/festival and hospitality industries through event sponsorship and marketing	Pima County Communications (COMMS) supported economic recovery by promoting local events, businesses, and public health best practices to stimulate growth in pandemic-affected sectors.	https://www.pima.gov/161/Communications-Office	Social media metrics; Direct mail campaign metrics; Outdoor advertisement metrics; Event attendance metrics	No	N/A	Ongoing
PCC Micro pathways to In-Demand Jobs	PC44	2-Negative Economic Impacts	2.1	Assistance to Unemployed or Underemployed Workers (e.g. job training, subsidized employment, employment supports or incentives)	\$ 4,714,187.72	\$ 3,237,083.73	Fall 2024	Increase community member access to multiple education and training activities in Workforce Investment Board (WIB)-identified fields in support of the members gaining / maintaining family-sustaining wage employment.	Pima Community College (PCC) has seven Micro-pathways projects targeting low-income, unemployed, or underemployed workers in Pima County for in-demand jobs, achieved through investments in equipment, software, scholarships, course infrastructure, and accessibility options. This project began July 1, 2022 and will sunset December 31, 2024.	https://www.pima.edu/	Number of students enrolled in sectoral job training programs; Number of students that completed sectoral job training programs	Yes	N/A	Ongoing
JobPath Tuition and Support Programs	PC45	2-Negative Economic Impacts	2.1	Assistance to Unemployed or Underemployed Workers (e.g. job training, subsidized employment, employment supports or incentives)	\$ 3,003,500.00	\$ 2,140,195.36	Fall 2024	Provide low- to no-income individuals with educational and training opportunities leading to re-employment in Workforce Investment Board (WIB) identified growth industries at livable wage scales (\$16 per hour).	Job Path program supports students and lower-income workers in Pima County, providing financial aid, case management, and training assistance to obtain higher income jobs, addressing COVID-19's impact on the local economy. This is a 3-year project that began July 1, 2021 and will sunset on December 31, 2024.	https://jobpath.org/	Number of workers that enrolled in sectoral job training programs; Number of workers that completed sectoral job training programs	Yes	N/A	Ongoing
Fire District COVID-19 Support	PC46	1-Public Health	1.14	Other Public Health Services	\$ 938,452.06	\$ 938,452.06	Completed 2022	Support local-area fire district, specifically staffing and supplies, to continue COVID-19 and safety priorities for rural Pima County residents.	Provide funds for COVID-19 related overtime and coverage, as well as necessary supplies and services, for rural fire districts, specifically for EMT services.	https://www.pima.gov/2072/Fire	Number of fire districts that received reimbursement funding; types of purchases	No	N/A	Completed
Food Security Initiative	PC47	2-Negative Economic Impacts	2.1	Household Assistance: Food Programs	\$ 600,000.00	\$ 600,000.00	Completed 2024	Address food insecurity in Pima County and its impact on people at-risk of hunger, as a result of the COVID-19 Pandemic.	As a result of COVID-19 related job loss, individuals and families experienced increased food insecurity. CSLFRF is used to support the capacity of existing food pantries to meet the increased need, e.g. staffing, food items, and equipment.	https://azfoodbanks.org/	Number of households served	No	N/A	Completed
Public Health Vaccination Wayfinding Ellie Towne	PC48	1-Public Health	1.2	COVID19 Testing	\$ 4,883.91	\$ 4,883.91	Completed 2022	Funding allocated to supplies and services, associated with COVID-19 saliva testing at Ellie Towne Center.	Funds used to support the ongoing COVID-19 testing services provided at Ellie Towne Community Center. Purchased supplies have been used by the Center to safely and effectively direct community members to COVID-19 testing and vaccination services.	https://www.pima.gov/1279/Elle-Towne-Flowing-Wells-Community-Center	Description of supplies purchased	No	N/A	Completed
Economic Recovery Marketing	PC49	2-Negative Economic Impacts	2.35	Aid to Tourism, Travel, or Hospitality	\$ 150,000.00	\$ -	Completed 2024	Develop data-driven economic recovery marketing and resource strategies, with a particular emphasis on businesses and industries disproportionately impacted by the pandemic, to promote continued economic growth in the region.	Pima County commissioned an economic study in partnership with Sun Corridor and Hilton & Myers Advertising to support economic recovery from COVID-19 impacts. The study findings will inform long-term growth strategies, and a targeted marketing campaign will be designed to aid disproportionately affected businesses and industries.	https://suncorridorinc.com/living-and-working/thrive-in-tucson/	Number of direct and indirect jobs facilitated; Number of businesses attracted to and expanding in Pima County; related social media metrics	No	N/A	Completed
Downtown Tucson Partnership Continued Partnership	PC50	2-Negative Economic Impacts	2.35	Aid to Tourism, Travel, or Hospitality	\$ -	\$ -	Canceled	Canceled	Canceled	https://downtowntucson.org/	Number of businesses supported	No	N/A	Canceled
Revenue Replacement	PC52	6-Revenue Replacement	6.1	Provision of Government Services	\$ 10,000,000.00	\$ 10,000,000.00	Completed 2024	Provision of Government Services	Provision of Government Services	N/A	N/A	No	N/A	Completed
County Parks Improvements	PC53	2-Negative Economic Impacts	2.22	Strong Healthy Communities: Neighborhood Features that Promote Health and Safety	\$ 2,000,000.00	\$ 1,057,719.91	Spring 2025	Renovate existing Natural Resources Parks and Recreation sites where playgrounds, swimming pool equipment, lighting, or other necessary accessories requires replacement.	Pima County Natural Resources, Parks and Recreation (NRPR) has identified seven county-operated park sites where playground (3) or swimming pool equipment (2) has reached its life expectancy and needs to be replaced. Additionally, two parks where new or additional lighting will measurably expand hours of operation for recreational use of the baseball/softball fields.	https://www.pima.gov/1193/Parks-Recreation	Project timeline and budget adherence; Number of expanded use hours (lighting system); Number of additional years of safe equipment use yielded (playground equipment, pool filtration);	Yes	N/A	Ongoing
PC Employee Vaccine Incentive Project	PC54	1-Public Health	1.1	COVID19 Vaccination	\$ 6,328,203.00	\$ 6,294,039.75	Completed 2024	Encourage uptake of COVID-19 vaccinations for Pima County employees and their families with a primary goal of supporting the health and wellness of both the employees and the general community.	The Pima County Board of Supervisors approved employee incentives related to COVID-19 vaccination. As a result, vaccinated employees received incentives, specifically paid leave and stipend. This incentive promoted COVID-19 safety for all staff working in County facilities.	https://www.pima.gov/2167/COVID-19-Vaccine-Information-Registratio	Number of employees who submit proof of vaccination; Number and worth of incentives distributed to eligible employees	No	N/A	Completed
Strangulation Exams	PC55	1-Public Health	1.7	Other COVID19 Public Health Expenses (including Communications, Enforcement, Isolation/Quarantine)	\$ 4,500.00	\$ 2,387.36	Fall 2024	Provide the funding for strangulation exams for survivors of assault.	In Arizona, the A.R.S. 13-1414 mandates that the county where the offense occurred is responsible for covering all expenses related to medical or forensic interviews or examinations required to gather evidence of dangerous crimes against children or sexual offenses.	https://www.pima.gov/160/Behavioral-Health	Number of strangulation exams, by facility; demographic information such as age, gender identity, race, ethnicity, and zipcode of examined individuals.	Yes	N/A	Ongoing

Drexel Congregate Facility Shelter	PC56	3-Public Health-Negative Economic Impact: Public Sector Capacity	3.4	Public Sector Capacity: Effective Service Delivery	\$ 4,100,000.00	\$ 3,892,045.98	Fall 2024	Pay for maintenance, repairs, and utilities at the Drexel Congregate Shelter Facility	Pima County will use the funds to pay for necessary maintenance, repairs, and utilities at the Drexel Congregate Shelter facility that provides temporary shelter and other services to legally processed asylum seekers (LPAS) as part of a Pima County humanitarian aid effort. The overarching goal of the humanitarian aid project is to prevent street-level releases of LPAS into the community while providing temporary food, shelter, and other services to the asylum seekers as they travel to their sponsors elsewhere in the United States.	N/A	N/A	No	N/A	Ongoing
Expanded Vector Surveillance	PC57	1-Public Health	1.14	Other Public Health Services	\$ 536,094.55	\$ 94,123.51	Fall 2024	Enhance public health infrastructure through vector surveillance, controlling the spread of disease through animal (including insect) vectors across Pima County.	Pima County's Health Department will use the funding to enhance public health infrastructure through vector surveillance, controlling the spread of disease through animal (and insect) vectors across Pima County.	https://www.pima.gov/2100/Mosquitoes	Weekly trapping and testing data (totals for mosquito counts, mosquito species male/female total counts, and PCR results); the number of community outreach events, presentations, or flyers; recording of historic mosquito numbers	No	N/A	Ongoing
Mobile Health Clinic	PC58	1-Public Health	1.14	Other Public Health Services	\$ 600,000.00	\$ -	Fall 2024	Purchase and outfit a vehicle as a mobile health clinic to reach residents living in rural and other medically underserved areas of Pima County.	Pima County Health Department will purchase and outfit a vehicle as a mobile clinic to reach residents living in rural and other medically underserved areas of Pima County to provide primary care as well as health promotion services.	https://www.pima.gov/2218/Mobile-Clinic	Report the purchase of the singular vehicle to serve as the mobile health clinic.	No	N/A	Not Started
Transition Center	PC59	1-Public Health	1.4	Prevention in Congregate Settings (Nursing Homes, Prisons/Jails, Dense Work Sites, Schools, Child care facilities, etc.)	\$ 1,000,000.00	\$ 598,597.77	Fall 2024	The Transition Center (TC) connects individuals released from the Pima County Adult Detention Center with needed health, social, and housing (or other identified) services.	The Transition Center will connect individuals released from the Pima County Adult Detention Center with needed health, social and housing (or other identified) services. This program (and facility) is integral to supporting the continuum of services for the justice involved population and is expected to reduce re-arrest of individuals released on a pre-trial basis and increase compliance with court expectations, including attendance at court hearing.	https://www.pima.gov/3085/Transition-Center	# of individuals engaged (with demographic characteristics), # unique, of those engaged, # of individuals who accepted resources, by type of resource, # of individuals referred to providers, by type of provider, # of individuals who accepted Navigator assistance, # of individuals who accepted support, # of Transition-Center engaged people who show up to their proceeding court date	Yes	N/A	Ongoing
Community Health Hub	PC60	3-Public Health-Negative Economic Impact: Public Sector Capacity	3.4	Public Sector Capacity: Effective Service Delivery	\$ 7,800,000.00	\$ 5,086,853.26	Fall 2026	Enhance the Pima County Health Department's (PCHD) and Tucson Medical Center's (TMC) Emergency Department (ED) and modernize data systems.	Enhancement of public health services and strengthening the public health capacity is an enumerated use of ARPA CSLFRF funds. The County has identified a pivotal and unique opportunity to partner with Tucson Medical Center (TMC) on two aligned projects to enhance the provision of health services in the community, and at the Pima County Health Department (PCHD). A new Epic Medical Record (EPIC) system within the consortium of participants in the Community Health Hub will provide the critical infrastructure to better share data across a continuum of providers. Additionally, a redesign of a local hospital's emergency room department is necessary based on increases in high acuity patient visits as well as total ED visits overall at the hospital. Patients are more frequently presenting with complex behavioral health concerns including co-occurring mental health and substance use disorders, suicidal ideation, alongside acute medical needs. Funds will be used to aid in the capital campaign to expand this vital component of the health care system to ensure accessibility to emergency care in Pima County.	https://www.pima.gov/2031/Health	Reports on the completion of the design and demolition of facilities; Report on the purchase of equipment for TMC's ED; Tracking of the EPIC system's and Community Health Hub's implementation	No	N/A	Ongoing



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